

MAGARENG LOCAL MUNICIPALITY CONTACT DETAILS

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Mayoral Remarks Councilor E M MANOPOLE

In creating a developmental local government for the new term office, it is essential for us as Council to develop our Integrated Development Plan in line with our Process Plan and Programme that is clearly aligned and informing our Annual Budget. We will achieve better service delivery by continuing to measure our outputs in terms of the Municipal Systems Act, which are:

- Infrastructure and Services
- Social and Economic Development
- Institutional Transformation
- Democracy and Governance and
- Financial Management/Viability

The Integrated Development Plan for 2012-2017 is a strategic document for the municipality to achieve the following:

- Support Government efforts to put the people at the centre of development, not merely as beneficiaries, but as drivers of transformation;
- Move faster and further in providing the better life for all;
- Contribute to half unemployment and poverty by the end of 2014;
- Communities continue to have access to electricity or alternative sources of energy;
- Utilization of the distributed land for developmental and agricultural purposes;
- Provide the skills required by the district economic development and growth;
- Ensure that all Magareng municipality Communities are fully able to enjoy the full dignity of freedom;
- Working with our National and Provincial Governments to improve service delivery and access to basic services;
- Ensure participation of the people to allow citizens to identify the problems that their community face and partner in providing solutions to deal with these problems and improve public service;
- Speed up the delivery of free basic services;
- Build sustainable human settlements and viable communities;
- Provide infrastructure that will create an environment that is conducive to economic growth and development that facilitate and increase capacity to provide basic services, which will contribute to a safe and healthy environment;
- Create job opportunities and fight poverty through infrastructure development and service delivery, procurement and support for SMME's and Broad Based Black Economic Development;
- Ensure that councillors are responsive, accountable and effective and that everybody is involved in local government understands and honours the duty to respect and serve the people;
- Increasing the oversight on the functions and activities of our municipality in terms of the set legislative requirements;
- Increasing public participation on all matters affecting communities and service delivery;
- Building an effective and efficient municipality.

Finally I would like to request honorable Councilors and our team of officials to commit themselves to the implementation of this document. I wish you all the best for the coming five years. To Magareng community we hope to provide you with your needs with the little resources that we have as together we can do more.

I thank you.

**MAYOR
ELIZABETH MANOPOLE**

ACRONYMS

AG	Auditor General
Asgi-SA	Accelerated and Shared Growth Initiative of South Africa
CBD	Central Business District
CIP	Consolidated Infrastructure Plan
DEAT	Department of Environmental Affairs and Tourism
DME	Department of Minerals and Energy
DGDS	District Growth and Development Strategy
DM	District Municipality
DPLG	Department of Provincial and Local Government
EMF	Environmental Management Framework
FBDM	Frances Baard District Municipality
IDP	Integrated Development Plan
LUMS	Land Use Management System
MFMA	Municipal Finance Management Act (Act 56 of 2003)
MLM	Magareng Local Municipality
MIG	Municipal Infrastructure Grant
MSA	Municipal Systems Act (Act 32 of 2000)
MTAS	Municipal Turn Around Strategy
MStrA	Municipal Structures Act (Act 117 of 1998)
NGDS	National Growth and Development Strategy
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
PMS	Performance Management System
PDI	Previously Disadvantaged Individual(s)
PGDS	Provincial Growth and Development Strategy
TLC	Transitional Local Council
TRC	Transitional Rural Council
WSDP	Water Services Development Plan

Magareng Local Municipality VISION, MISSION AND CORE VALUES:

“MAGARENG WILL BE A CREDIBLE, AFFORDABLE AND PROSPEROUS LOCAL MUNICIPALITY, WELL DEVELOPED, FULLY RESOURCED TO ENSURE SUSTAINABLE, INTEGRATED AND AFFORDABLE SERVICE DELIVERY TO THE COMMUNITY”

- Strengthening the intergovernmental relations;
- Team work and partnership;
- Skills development and capacity-building;
- Effective internal and external communication;
- Forging partnerships with interested development protagonists;
- More job creation through EPWP and PPP;
- Town marketing for investment attraction.
- Tapping into latent and under-utilized natural resources;
- Promoting uniformity;
- Promotion of sustainability;
- Investing in modern equipment and technology for reliable service delivery;
- Implementation of the millennium delivery target;
- Implementation of the Batho Pele principles;
- Supporting the indigent households in the community;
- Redistribution of key resources to the previously disadvantaged community;
- Creating a conducive environment for business development;
- Alignment of development with district, provincial and national strategies;

The Municipality has adopted values which underpin the image, decorum and culture of the organisation as it interacts with its residents. We intend to uphold the following values:

- Striving for excellence
- Teamwork
- Timeliness
- Mutual Respect
- Professionalism

We subscribe to the principles of Batho Pele:

- Consultation: Citizens should be consulted about service levels and quality when possible;
- Service Standards: Citizens must be made aware of what to expect in terms of level and quality of services;
- Access: Citizens should have equal access to the services to which they are entitled
- Courtesy: Citizens should be treated with courtesy and consideration;
- Information : Citizens must receive full and accurate information about their services;
- Openness & Transparency: Budgets and management structures;
- Redress : Citizens are entitled to an apology, explanation and remedial action if the promised standard of service is not delivered;
- Value for Money: Public services should be provided economically and efficiently.

The 2012 - 2017 Integrated Development Plan document is meant to guide development and planning for the political office bearers with emphasis on improving socio-economic situation, meeting millennium targets, improving service delivery mechanisms, strengthening and improving inter-governmental relations and community participation. The aim of the document is to ensure comprehensive Integrated Planning and Economic Development within the Magareng Local Municipality.

1. IDP OVERVIEW

Background to the Integrated Development Plan

1.1. INTRODUCTION

The Integrated Development Planning is a process through which a Municipality, its constituencies, various service providers, interested and affected parties come together to identify development needs, outline clear objectives and strategies which serve to guide the allocation and management of resources within the Municipal's jurisdictional area. From this planning process emanates the Municipal Integrated Development Plan (IDP), whose main objective is the improvement of coordination and integration of planning, budgeting and development within a Municipal area.

As a five (5) Year budgeting, decision-making, strategic planning and development tool, the IDP is used by the Municipality to fulfil its role of 'developmental local governance'. Central to this are the overarching objectives and strategies encapsulated in the plan, which guides the Municipality in the realm of:

- Municipal Budgeting;
- Institutional restructuring in order to realize the strategic intent of the plan;
- Integrating various Sectors in the form of Infrastructure, Use, Agriculture with Socio-economic and Ecological dimensions; and
- Performance Management System

The White Paper on Local Government requires developmental local government to focus on the objects of local government set out in section 152 of the Constitution; give effect to its developmental duties as required in section 153 of the Constitution; and, together with other organs of state, contribute to the progressive realization of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution in a sustainable and co-operative manner.

In addition to ensuring that all citizens have access to at least a minimum level of basic services, municipalities must now also take a leading role in addressing poverty and inherited inequalities. It is required of local municipalities to promote local economic development, social development and democracy in their area of jurisdiction. They must not only deliver on present demands, but also must anticipate future demands and find ways to provide services in an effective, efficient and sustainable manner.

Notwithstanding the above, municipalities must also incorporate a wide range of sectoral programmes into their own municipal development programmes, and comply with the requirements of various Acts. It is essential to apply the limited resources of council on the key development priorities of the local municipality. To meet all these challenges, municipalities need to adopt a strategic approach to planning and management. This is the essence of Integrated Development Planning (IDP).

The Local Government Municipal Systems Act, No 32 of 2000 requires that each municipality adopt a single, inclusive strategic plan for the development of the municipal area, which:

- Link, integrate and co-ordinate plans and take into account proposals for the development of the municipal area;
- Aligns the resources and capacity of the municipality with the implementation of the plan;

Forms the policy framework and general basis on which annual budgets must be based;
Complies with the provisions of Chapter 5 of the said Act; and Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan as referred to in section above, the Municipal Systems Act, Act 32 of 2000 (MSA) also requires that:

- The IDP be implemented;
- The Municipality monitors the implementation of the IDP;
- The Municipality evaluates its performance with regard to the IDP's implementation; and
- The IDP be reviewed annually to effect improvements where necessary.

Section 34 of the Act deals with the Review and Amendment of the IDP and states that: "The Municipal Council:

1. Must review its Integrated Development Plan
 - i) Annually in accordance with an assessment of its performance measures in terms of Section 41 and;
 - ii) To the extent that changing circumstances so demand and;
2. May amend its Integrated Development Plan in accordance with the prescribed process"

The annual review process thus relates to the assessment of the Municipality's performance against organizational objectives as well as implementation delivery, and also takes into cognizance any new information or change in circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated to Chapter 4 of the MSA (2000).

In terms of the IDP Review Guidelines, IDPs are reviewed based on 4 primary areas of intervention, i.e. Annual IDP Review, the IDP Process, Amendments in Response to Changing Municipal Circumstances, and Comments from the MEC.

The process described and outlined in the flow chart below represents a continuous cycle of planning, implementation and review. Implementation commences after the Municipal Council adopts the initial IDP whilst Public Participation remains pivotal throughout the process of the IDP.

1.2 IDP Planning Process

Formulation process

ANALYSIS OF PROVISION OF SERVICE DELIVERY:

The Magareng Local Municipality still has a huge legacy in terms of addressing the basic needs of its community, much has been done to accelerate the provisions of free basic services and more people are enjoying the benefits of a new democracy and access to basic services. The Municipality, due to its spatial nature, the main challenge is on ensuring that rural communities also enjoy the same rights and benefits as urban communities in terms of basic services, much has been done to provide water (bore holes) and sanitation (UDS toilets) in most farms despite the resistance by some farm owners. Continuous engagements will be used to resolve and address these challenges.

The issue around access to free basic electricity, housing is still a major challenge, the level of access (Roads and Transport) to key service facilities (clinics, schools, government services, etc. Need attention as the municipal jurisdiction is rural by its spatial nature).

The formulation process comprises various activities / action steps that are needed at a given time within the IDP process.

1.2.1. Analysis Phase

The municipality during its analysis, put emphasis on the following key issues to have baseline information to prepare for planning:

- a) Basic Services Statistics
- b) Progress made from previous projects and programmes (capital/infrastructure projects)
- c) Services Backlog Data
- d) Sector Departments Data
- e) Issues that were raised during the review by the community and other stakeholders
- f) COGTA comments on 2011/2012 IDP review document.

Consultative Forums and mechanisms for Community Participation used by the Magareng Local Municipality:

- 1. Ward Committees and stakeholders
- 2. CDW's
- 3. Imbizo's
- 4. Ward meetings
- 5. Sector Department's consultation

1.2.2. Strategy

Both the National and Provincial Government provide policy guidelines on handling service delivery issues/priority matters. The IDP representative forum assists the institution to formulate jointly objectives on all priority issues and means of attaining the goals set, the targeted matters must be in line with the vision of the Municipality, the same structure will ensure that a list of projects emanate from the strategy. During the 2011/2012 financial year, the municipality hosted 2 IDP Representative Forum meetings

1.2.3 Projects Phase

The IDP representative forum must resolve on the following project proposal i.e. objectives, outputs, location, activities, timing, responsibility and funding. The projects that were conceptualised will be seen at the project log frames later in the document. It was also expected of other service agents and other spheres of government to make presentations on the initiatives they will undertake in the area.

1.2.4 Integration Phase

The IDP representative forum must resolve on the following i.e. integrated institutional programme, consider the following sector plan viz. Disaster Management Plan, Multi Year Financial Plan, Spatial Development Framework, Local Economic Development Plan, Performance Management Plan, Integrated Transport Plan, Environmental Management Framework, HIV and AIDS Plan etc.

The first step was to identify targets and budgets for each of the outputs (projects) that were proposed in the previous phase. As the municipal officials will have to drive the process of implementation of the IDP, it was felt that they had to agree to these Key Performance Indicators that will determine the

performance of the organisation and individuals at the end of the day. It was for this reason that only the IDP Steering Committee was used to complete the action plans. As the IDP do not only cover the mandate of the municipality, it was also necessary to involve other service agents and technical advisors in the completion of the action plans.

1.2.5 Approval Phase

The Draft copy of the IDP must be ratified by virtue of the Council Resolution, thereafter comments must be solicited from the community, district, sector department organized labour and organized business. Finally Council must approve the final document taking into account comments if any emanating from the internal and external stakeholders. The final IDP must incorporate the budget.

The Draft copy of the IDP must be ratified by virtue of the Council Resolution, thereafter comments must be solicited from the community, district, sector department organized labour and organized business.

Finally Council must approve the final document taking into account comments if any emanating from the internal and external stakeholders. The final IDP must incorporate the budget.

Advertising of Draft IDP

The draft IDP will be advertised in the local press for public comment.

Alignment of IDP with District Council, National and Provincial Government

The framework plan of the District Municipality is used to ensure alignment between the District IDP and the policies and plans of national and provincial government departments.

The PGDS and DGDS are also used in this process.

Approval and adoption of IDP

The local municipality adopted the document at the ordinary council meeting held on the 31st March 2012 and published a notice to this effect in the local newspapers. The final document will be submitted to the MEC: Cooperative Governance and traditional affairs.

1.3 IDP PROCESS OVERVIEW

ADOPTION AND PROCESS OF THE IDP

The Municipality will on an annual basis during August to November engage in consultation with its communities and key stakeholders to review the IDP. In order to correctly facilitate and initiate these programmes MLM has to adopt the IDP Process Plan 2011/2012, the IDP Process Plan was adopted by Council as per Council Resolution A: 51/12 during its meeting held on the 31st March 2012.

The following will be the key issues to be reviewed annually: Review Process

1. Service Delivery Mechanisms
2. Projects and Programs (MTF)
3. Community inputs
4. Institutional arrangements and capacity
5. Financial resources
6. Stakeholders
7. Performance of the municipality against KPA's
8. Sector Department progress / programmes and inputs

9. Strategies and partnerships
10. Sector Plans

The Municipal Council after consultation with its stakeholders will provide a draft document, the document will then be advertised for public comments and input after consideration of the inputs from the stakeholders the Municipal Council will adopt a reviewed document with the budget annually between April and May.

1.4 SUMMARY OF COMMUNITY INPUTS

Consultative meetings were held in all admin units for the review of the 2010/2011 IDP as part of the regulations stipulated in the Section 29 (b) of the MSA 32 of 2000. The consultative meetings were held as of 14 October 2010 till 02 November 2010, these meetings required input from stakeholders (ward committees, councilors, NGOs etc), communities and the general public.

Magareng municipality is committed to the development and the upliftment of all its residents in its area of jurisdiction through integrated development planning process hence the establishment of IDP Representative Forum and the ward based forum with the ward committee members. The forum consists of councillors, senior officials, political parties, businesses and local community structures like CBO's and NGO's. The IDP steering committee was also formed and is attended by senior officials and at some levels the service providers to give technical advice.

The process also allows continuous community feedback on municipal issues and participatory meetings to obtain community inputs and comments as well as to communicate progress on the developments done by the municipality. However there is still a challenge to get the participation of the local banking sector and businesses in the process.

About five ward based IDP representative forum meetings and two steering committee meetings were held with these respective forums to ensure proper consultation and participation of relevant stakeholders.

The meetings were scheduled as follows:

Table 1 - Public Participation schedule: IDP 2012/2017 Planning Process

DATE	TIME	VENUE	RESPONSIBLE PERSONS
18/11/2011	09h00	Ikhutseng Chamber	IDP unit
21/11/2011	09h00	Ikhutseng Chamber	IDP unit
22/11/2011	09h00	Ikhutseng Chamber	IDP unit
05/12/2011	09h00	Warrenvale Civic Office	IDP unit
23/11/2012	09h00	Council Boardroom	IDP unit

LEGEND					
	Responsibility of single sector dept		Responsibility of FBDM and MLM		Responsibility of LM and sector dept

NEEDS ANALYSIS PER WARD (FORMULATED AS PER PRIORITY IDENTIFIED BY THE COMMUNITY)

INFRASTRUCTURE/BUILDINGS						
Service requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	
RDP houses	✓	✓	✓	✓	✓	Dept of Human Settlements
Rectification of cracking RDP houses	✓	✓	✓	✓	✓	Dept of Human Settlements
Social Housing and other housing	✓	✓	✓	✓	✓	Dept of Human Settlements
Community hall	✓	✓	✓	✓	✓	DSAC/DPW
Sports facilities	✓	✓	✓	✓	✓	DSAC
Library development	✓	✓	✓	✓	✓	DSAC/DPW
Upgrading of roads					✓	MIG/DPW
Streets lights and high mast lights	✓	✓	✓	✓	✓	MIG/FBDM
Bulk water /households connection	✓	✓	✓	✓	✓	MIG/FBDM
Bulk electricity	✓	✓	✓	✓	✓	MIG/FBDM
Bulk sanitation	✓	✓	✓	✓	✓	MIG/FBDM
Municipal offices	✓	✓	✓	✓	✓	FBDM
Electrification of W/Vale households	✓	✓	✓	✓	✓	MIG/FBDM
Rehabilitation of old mines dumps	✓	✓	✓	✓	✓	DME/FBDM
Storm water (environment)	✓	✓	✓	✓	✓	FBDM
Waste management	✓	✓	✓	✓	✓	FBDM/MLM

LOCAL ECONOMIC DEVELOPMENT						
Services Requested	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	
LED strategy	✓	✓	✓	✓	✓	
Job opportunities for youth	✓	✓	✓	✓	✓	
Skills development	✓	✓	✓	✓	✓	
SMME development	✓	✓	✓	✓	✓	
Registering of corporatives	✓	✓	✓	✓	✓	
Tourism	✓	✓	✓	✓	✓	✓
Poverty Alleviation	✓	✓	✓	✓	✓	✓
Artisans development	✓	✓	✓	✓	✓	

HEALTH, SOCIAL & SAFETY SERVICES						
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	
New clinic/ health care centre	✓	✓	✓	✓	✓	
Clinic for Warrenvale community	✓	✓	✓	✓	✓	
Extension of current clinics and its servicing hours	✓	✓	✓	✓	✓	
Support for NGO social organizations	✓	✓	✓	✓	✓	
Specialist Doctors at the Provincial Hospital	✓	✓	✓	✓	✓	
Satellite Fire services	✓	✓	✓	✓	✓	
Orphanage/Old age home					✓	
Health inspector	✓	✓	✓	✓	✓	

ROADS & TRANSPORT SERVICES						
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	
Paving/tarring of roads	✓	✓	✓	✓	✓	
Roads to cemeteries	✓	✓	✓	✓	✓	
Storm water drainage	✓	✓	✓	✓	✓	
Speed humps	✓	✓	✓	✓	✓	
Tarring and paving of Provincial Roads	✓	✓	✓	✓	✓	
Street paving	✓	✓	✓	✓	✓	
Taxi rank	✓	✓	✓	✓	✓	
					✓	
					✓	

SPORTS FACILITIES						
	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	
Upgrading of stadiums/soccer fields	✓	✓	✓	✓	✓	
Sports grounds/courts	✓	✓	✓	✓	✓	
Parks Establishment and (maintenance)	✓	✓	✓	✓	✓	

Chapter 2

Institutional Overview

2.1 Municipal area of jurisdiction

Magareng Municipality is situated in the Northern Cape Province and lies within the boundaries of the Frances Baard District Municipality. Warrenton, the administrative centre of Magareng Municipality, is situated approximately 75 km north of Kimberley on the banks of the Vaal River. The N12 national road between Kimberley and Christiana as well as the N18 route to Vryburg passes through the centre of Warrenton. The Railway line, that connects Gauteng with the Northern and Western Cape Province, runs through Magareng Municipality with a railway station at Warrenton, Fourteen Streams and Windsorton station. The railway line also connects the Northern Cape and North West Province.

The municipal area comprises an urban node, villages and farms. The urban node consists of Warrenton, Warrenvale and Ikhutseng while small agricultural villages have been established throughout the municipal area of which Bullhill, Fourteen Streams, Sydney's Hope, Windsorton Station, Moleko's Farm, Nazareth and Hartsvalei Farms are the most prominent. The rest of the area comprises mainly mixed farming.

The Local Municipality was established on 5 December 2000 after the amalgamation of Warrenton TLC with portions of Hartswater TLC and Vaal River TRC. The area of jurisdiction is approximately 1542 km² in extent and accommodates approximately 20,433 people (Community survey 2007). 72% of the total population is Black, 17, 5% Coloured while the White population represents only 10% of the total population. The Indian and Asian population is insignificantly small to impact on the proportional representation.

The municipal area is divided into 5 wards. Wards 1 to 3 constitute Ikhutseng, the former Black residential area, while Warrenvale, the former Coloured residential area constitutes Ward 4. Ward 5 is made up of Warrenton town, which was previously a predominantly White area, and the surrounding rural areas.

Organisational structure

Political structure

Magareng Local Municipality adopted the plenary system combined with a ward participatory system. The Mayor is a full-time councillor and there are 3 proportionally elected councillors and 5 ward councillors. The following is the name of current councillors and the subcommittees in Magareng until new councillors are elected:

Mayor/Speaker and councilor of ward 3 Clr: E Manopole

Clr Kgadi Hans (ward 1)

Clr Veronica Ximba (ward 2)

Clr Horatious Kgadiete (ward 4)

Clr W Potgieter (ward 5)

Clr Ouma Majola (PR clr)

Clr Penwell Nqathula (PR clr)

Clr Jan Louw (PR clr)

Clr Parks Moleko (PR Clr)

SUB COMMITTEES AND CHAIRPERSONS

The Portfolio committees as well as Ward committees have been established. The Portfolio Committees are chaired by a member of Council, and attended by other members of council, the respective Head of the Department and other relevant officials. The Municipal Manager attends these meetings from time to time. The following Portfolio Committees have been established:

Finance committee:	Clr Rupert Moleko
LED and planning committee:	Clr Ouma Majola
Corporate service committee:	Clr Kgadi Hans
Technical committee:	Clr V Ximba

In addition the municipality has the following consultative structures:

Local Labour Forum:	Cllr H O Kgadiete
---------------------	-------------------

Council, within the administrative and financial capacity of the municipality, must ensure that:

- It exercise its executive and legislative authority and use the resources of the municipality in the best interest of the community
- Provide democratic and accountable government
- Encourage the involvement of the community
- Strive to ensure that municipal services are rendered to the community in a financial and environmental sustainable manner
- Consult the local community about:
 - The level, quality, range and impact of municipal services
 - The available options for service delivery
- Give members of the community equitable access to municipal services
- Promote and undertake development within the municipal area
- Promote gender equity
- Promote a safe and healthy environment
- Contribute to the progressive realization of the fundamental rights of the Constitution.

2.2.2 Administrative structure

The municipal administration is governed by the democratic values and principles embodied in section 195(1) of the Constitution. The administration must:

- Be responsive to the needs of the local community
- Facilitate a culture of public service and accountability among staff
- Take measures to prevent corruption
- Establish clear relationships, and facilitate co-operation and communication between it and the local community
- Give members of the community full and accurate information about the level and standard of municipal services that they are entitled to receive
- Inform the community how the municipality is managed, of the costs involved and the persons in charge.

The administrative centre for Magareng is based in Warrenton and there are presently 4 departments, with the Office of the Municipal Manager as the Administrative Head, namely:

- **MUNICIPAL MANAGER / ACCOUNTING OFFICER**

Vacant

- **DEPARTMENTAL HEADS**

Head: Community Services Vacant

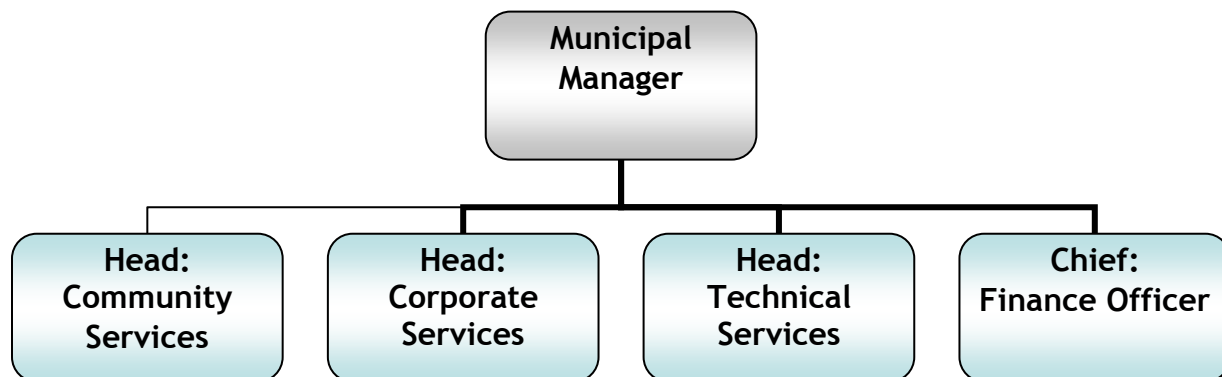
Chief Finance Officer: Hennie Oberholzer

Head: Technical Services: Vacant

Head: Corporate Services: Mrs Corney Lentsoe

The Municipal Manager and Heads of Departments have been appointed by the Council on a section 56 contract basis. The municipality currently employs 141 employees. A large number of positions are currently vacant. Critical positions will only be filled gradually as the financial position of Council improves.

Figure 1 Organogram of the current Top Structure:



2.2.2.1 Department Administration/Corporate services

The Municipal Manager is the head of the administration and is responsible for the formation and development of an economical, effective, efficient and accountable administration which is equipped to implement the IDP, operates within the municipality's performance management system and is responsive to the needs of the local community to participate in municipal affairs.

The Municipal Manager is the accounting officer and therefore needs to account for all income and expenditure of the municipality, all assets and the discharges of liabilities of the municipality, compliance with legislative requirements as well as the appointment and management of staff. The Municipal Manager is furthermore responsible for the management of communication between Councillors and officials. In support of the above mandate, the Municipal Manager offers support to the Mayor and Councillors.

The Municipal Manager is furthermore responsible for the implementation of the Performance Management System of the municipality.

Performance Management System

The Municipality aims to ensure that in its performance management system there is accountability, transparency, efficiency and efficient service delivery, good governance and community responsiveness. The following will be key Performance Indicators in line with the guidelines for the performance contract for Section 57 Managers in terms of the Municipal Systems Act 32 of 2000.

Objectives of Performance Management

- To excel in good governance;
- To provide good infrastructure development;
- To strengthen community and Stakeholder Participation;
- To ensure efficient and effective administrative systems and;
- To facilitate and support human resource development

Principles Governing Performance Management

- Customer focus
- Accountability
- Responsiveness
- Excellence and
- Service oriented

Performance, Monitoring and Review

The municipality's performance will be monitored and measured on an annual basis based on its core mandate in terms of bulk service delivery. Performance review in terms of service delivery will be done quarterly and should there be gaps, the evaluators will provide recommendations to address such shortfalls. The municipality will review its performance management twice a year and subscribe to the best model that will consistently enhance the municipality's performance and give early indications if some functions and processes are not functioning adequately.

The Corporate Services Department is responsible for the internal organisational support services, namely Human Resource, Administration, Council Services, Public Relations, PMS, Legal Services, and Cleaning of offices.

The *Division: Administrative and Legal Services* comprises a *Committee Services Section* and an *Administrative Section*. The Committee Services Section provides and manages the secretarial services to all committees of council and council meetings. This includes the compilation of notices, agendas, minutes and memorandums and distributing these to the respective members of these committees.

The *Administrative Section* provides a centralised registry system which captures all incoming mail, records, and files and distributes it to the relevant department or committee for finalisation. Upon receipt of the reply of the department the writer is informed and the file is filed for safe keeping.

This section is furthermore responsible for the answering of all incoming calls and referring it to the relevant person. This section is also responsible for the cleaning of community halls and offices as well as the reservations for the hiring of the community hall/ facilities to community members.

In terms of liaison, the Municipal Manager is responsible for good public relations while Administrative Section is responsible for advertisements and publications. The Legal Services component is currently being outsourced.

The *Human Resource Division* is responsible for the recruitment of new personnel, termination of services and the proper management of personnel records. The division is furthermore responsible for the implementation of the Conditions of services, Grievance Procedures, Disciplinary Codes, Code of Conduct, Bargaining Council Agreements, the Employment Equity Plan and Workplace Skill Plan of council as well as the promotion of healthy labour relationships. Labour disputes are also dealt with appropriately and a leave register is kept.

2.2.2.2 Department: Community Services

The Department is responsible for:

- Library services
- Parks and cemeteries
- Local Economic Development,
- Marketing and investment attraction,
- Job creation and poverty alleviation,
- SMME development and promotion,
- Tourism development and promotion,
- Integrated Development Planning,
- Land acquisition and disposal,
- The compilation of departmental policies and planning documents,
- Arrangements for campaigns and promotions.

2.2.2.3 Department: Finance

This department is responsible for the proper management and accounting of council finances and advising council on its financial position.

- The department has 3 divisions, namely:
- Income,
- Expenditure and
- Financial management and Budget Office
- Supply Chain Management

The *income division* deals with consumer payment, queries, credit control, data processing, execution of the indigent policy and outsourced services.

The *expenditure division* deals with salaries, payment of expenditure, procurement and store/inventory activities.

The *division financial management and budget office* is responsible for financial policies, financial control, budgeting and costing, loans and investment, the evaluation of assets and property as well as monthly management reporting to council. The division is also responsible for continuous auditing of all financial activities, procedures and outsourced activities.

2.2.2.4 Department: Technical Services

The Department: Technical Services is the largest and comprises eight divisions:

- Water
- Sanitation
- Waste management
- Traffic
- Environmental Health
- Workshop
- Electricity
- The *Water Division* as well as the sanitation division comprises 2 sections, namely: Purification plant section and Maintenance and Network section.
- The waste management division is responsible for refuse collection and the management of the dumping sites of the municipality.
- The *Traffic Division* deals with vehicle registration, civil defence, law enforcement and security services.
- The Environmental Health Division deals with building plans and law enforcement. The Land and Property Division deals with the land use management applications, commonage development, maintenance of properties and security services.
- The *Parks Division* is responsible for development and maintenance of parks, cleansing of public places and open areas, the maintenance of cemeteries as well as the maintenance of streets and storm water.
- The *Workshop Division* deals with the mechanical workshop. The workshop is responsible for the repair and maintenance of equipment, vehicle and plant fleets. This includes the maintenance of all mechanical related repairs in the different departments.
- The *Electricity Division* responsible for the maintenance and installation of the electricity network of the municipality, which includes substations, household connections, area lighting as well as high voltage and low voltage electrical network. This Department is also responsible for electricity cut-offs of consumers in bad debt.

2.3 Mandate, powers, functions and services rendered

Mandate

The Constitution (1996) assigns the developmental mandate to local government. This implies that municipalities must strive to achieve the objects of local government within its financial and institutional capacity, namely:

- >To promote democratic and accountable government for local communities.
- >To ensure that provision of services to communities in a sustainable manner.
- >To promote social and economic development.
- >To promote a safe and healthy environment
 - >To encourage the involvement of communities and community organizations in the matter of local government.

It further requires of municipalities to structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community whilst participating in national and provincial development programmes.

2.3.1 Powers and functions

Section 156 of the Constitution assigns executive authority to municipalities in respect of, and the right to administer the local government matter listed in Part B of Schedule 4 and Part B of Schedule 5 and any other matter assigned to it by national or provincial government.

The following functions and powers of the District Municipality have been authorised to Magareng Local Municipality by the Minister of Provincial and Local Government in terms of Notice 807 of 13 June 2003 published in Government Gazette No 25076:

Section 84(1)(b)	Potable water
Section 84(1)(c)	Electricity - to the extent that those functions and powers were performed or exercised before the amalgamation of the respective transitional councils.
Section 84(1)(d)	Waste water.

The following functions and powers of the District Municipality have been authorised to Magareng Local Municipality by the MEC for Local Government and Housing in terms of Provincial Notice 27 of 10 July 2003 to execute from 1 August 2003:

Section 84(1)(e)	Solid Waste Disposal Sites
Section 84(1)(n)	Municipal public works relating to any of the above functions.

In terms of the latter notice, the following Local Municipality functions will be performed by the District Municipality on behalf of the local municipality.

Schedule 4 Part B Air pollution.

In addition to the above, the following exclusive Local Municipality functions will be performed by the local municipality. However, due to limited capacity, some of these functions may be performed by another service provider on behalf of the local municipality. The municipality is therefore obliged to enter into service level agreements (except for those functions authorised in terms of the above

notices) with these service agents in order to ensure that these functions are performed on their behalf:

Table 1: Environmental Health functions

	Air pollution	Child care facilities	Control of public nuisances	Control of under-takings selling liquor to public	Facilities for accommodation, care and burial of animals	Licensing and control of undertakings that sell food to the public	Licensing of dogs	Markets	Abattoirs	Noise pollution	Pounds
SQ	No	No	No	No	No	Yes	No	No	No	No	Yes
	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes
Service Provider	Frances Baard DM	No	SAPS	SAPS	No	Frances Baard DM	No	No	Private	SAPS	

Source: Frances Baard District Municipality

Table 2: Municipal Planning Functions

	Building regulations	Municipal planning	Trading regulations	Local tourism	Billboards	Street trading
SQ	Yes	Yes	Yes	No	No	Yes
	Yes	Yes	Yes	Yes	Yes	Yes

Table 3: Transport related functions

	Municipal airports	Public transport	Pontoons, ferries, jetties	Fences and fencing	Traffic and parking
SQ	No	No	No	Yes	Yes
	Yes	Yes	Yes	Yes	Yes
Service Provider		Private operators			

Source: Frances Baard District Municipality

Table 4: Roads, refuse, fire and related functions:

	Fire fighting	Municipal roads	Storm water	Solid waste	Cleansing	Street lighting	Public works
SQ	No	Yes	Yes	Yes	Yes	Yes	Yes
	No	Yes	Yes	Yes	Yes	Yes, incl DM function	Yes
Service Provider	Frances Baard DM						

Source: Frances Baard District Municipality

Table 5: Social services

	Cemeteries	Beaches and amusement facilities	Local amenities	Local sport facilities	Municipal parks and recreation	Public places
SQ	Yes	No	No	Yes	Yes	Yes
	Yes	Yes	Yes	Yes	Yes	Yes

Source: Frances Baard District Municipality

Provision of Basic Services

Section 229 of the Constitution allows municipalities to impose property rates and service charges. This obligation requires strict financial management and accountability to the public.

The provision of basic services is one of the national KPI for local government set by the National Minister in conjunction with the MEC for local government and on an annual basis the state president on his state of the nation address emphasizes on our communities being provided with basic services and this services are water, sanitation, electricity and solid waste removal.

At this stage our council has approved the reviewed drafts of indigent and credit control policies, we do not have debt control plan in place and we still have to link our indigent policy to the free basic services.

Water provision

Only indigent residents of Magareng excluding farming areas receive 6kl of water free and Majeng is getting water from the borehole and jojo tanks.

Challenge: The provision of basic services is still a challenge for Magareng to provide for our rural communities.

Electricity

Only indigents beneficiaries are receiving 50 kW of electricity free both the residents' services by Eskom and municipality as service providers.

Sanitation

The same as electricity we are only able to provide basic sanitation to the registered indigents beneficiaries on the system.

Service Providers

The municipality provides services in the municipal area that relates only to their core competencies. Other service agencies are therefore responsible for service delivery outside the functional competency of the local municipality. The following is a list of service providers active in the municipal area.

Civil infrastructure services are rendered by the following service agencies in the municipal area:

Table 6: Service Providers for Civil Infrastructure

Service	Warrenton	Warrenvale	Ikhutseng	Moleko's Farm	Rural areas: Bull Hill, Hartsvallei, Sydney's Hope, Majeng, 14 Streams, Nazareth and Farms
Electricity					
Bulk Supply	Eskom	Eskom	Eskom	Eskom	Eskom
Medium Voltage	Magareng	Magareng	Eskom	Magareng	Eskom
Low Voltage	Magareng	Magareng	Eskom	Magareng	Owner
Revenue collection	Magareng	Magareng	Eskom	Eskom	Eskom
Water and Sanitation					
Raw water supply	DWAF	DWAF	DWAF	Magareng	Owner
Bulk potable water supply	Magareng	Magareng	Magareng	Magareng	Owner
Internal reticulation	Magareng	Magareng	Magareng	Magareng	Owner
Revenue collection	Magareng	Magareng	Magareng	Magareng	Owner
Roads and Streets					
Streets	Magareng	Magareng	Magareng	Magareng	Owner
Waste Management					
Landfill sites	Magareng	Magareng	Magareng	Owner	Owner
Door-to-door	Magareng	Magareng	Magareng	Owner	Owner

Service	Warrenton	Warrenvale	Ikhutseng	Moleko's Farm	Rural areas: Bull Hill, Hartsvallei, Sydney's Hope, Majeng, 14 Streams, Nazareth and Farms
collection					

Source: Magareng Local Municipality

Financial Aspects

The following is a breakdown of the existing operational and capital budget of council for the next financial year.

2.4.1 Operating Expenditure and Revenue by Source for 2011/2012

The following tables (schedules 1 - 2) indicate the breakdown of the operational and capital budget for the 2012/2013 financial year. See annexure "A"

Institutional SWOT analysis

STRENGTHS

- Implementation of free services
- Electricity as a source of income
- Striving for Excellence

OPPORTUNITIES

- Investments and growth
- Business development
- Natural Resources
- N12 Development Route
- Linkage of Majeng route
- EPWP projects & Community works programme

WEAKNESSES

- Limited tax base
- Limited skills
- No delegations of authority
- Lack of machinery and equipments
- Lack of office space
- Poor institutional arrangements
- Lack IT infrastructure & management
- Limited customer satisfaction
- Lack of business plans to access funding
- Limited teamwork
- Tampering with electrical meters by officials

THREATS

- Poverty & Unemployment
- Lack of rental housing stock
- Poor service payment
- HIV/AIDS
- Poor road conditions
- Brain drain and lack of local spending
- Illiteracy

Source: IDP Review Workshops

2.6 Institutional Issues for transformation:

From the above SWOT analysis a range of institutional issues have been identified. These can be grouped as follows:

- Organisational structural issues
- Community and developmental focused delivery
- Skills development and employment equity
- Financial restructuring
- Rationalisation and development of policies and by-laws
- Implementing performance management.

CHAPTER 3: DEVELOPMENT OVERVIEW

3.1 Background to the Study Area

Magareng Municipality is situated in the Northern Cape Province and lies within the boundaries of the Frances Baard District Municipality. It constitutes one of five local municipal areas within the district and accommodates almost 7% of the district population (Census 2001).

Warrenton, the administrative centre of Magareng Municipality, is situated approximately 75 km north of Kimberley on the banks of the Vaal River. The N12 national road between Kimberley and Christiana as well as the N18 route to Vryburg passes through the centre of Warrenton. The Railway line, that connects Gauteng with the Northern and Western Cape Province, runs through Magareng Municipality with a railway station at Warrenton and Windsorton station. The railway line also connects the Northern Cape and North West Province.

The municipal area comprises an urban node, villages and farms. The urban node consists of Warrenton, Warrenvale and Ikhutseng while small agricultural villages have been established throughout the municipal area of which Bulhill, Fourteen Streams, Sydney's Hope, Windsorton Station, Moleko's Farm, Nazareth and Hartsvallei Farms are the most prominent. The rest of the area comprises mainly mixed farming.

The area of jurisdiction is approximately 1542 km² in extent and accommodates approximately 20,433 people (Community survey 2007). 72% of the total population is Black, 17, 5% Coloured while the White population represents only 10% of the total population. The Indian and Asian population is insignificantly small to impact on the proportional representation.

The municipal area is divided into 5 wards. Wards 1 to 3 constitute Ikhutseng, the former Black residential area, while Warrenvale, the former Coloured residential area constitutes Ward 4. Ward 5 is made up of Warrenton town, which was previously a predominantly White area, and the surrounding rural areas.

3.2 Spatial Profile

3.2.1 Ikhutseng

Ikhutseng is the former Black residential township that was developed east of the N12 and west of the railway line. It accommodates almost 56% of the total population of the municipal area. It was designed as dormitory African township, mainly supplying labour to the businesses and industries that developed in the central business district and industrial area of Warrenton. For this reason number of schools and community facilities were developed but only small businesses developed in the area. The majority of economic activity is still concentrated in the town of Warrenton itself.

Large areas were left vacant in the past to serve as buffer zones. Some of these areas have recently been invaded by informal settlements. Most of them have been formalised in recent years although not all have been properly serviced yet. Two of the settlements that are still not yet formalised are “Donkerhoek” and “Rabaadjie”. The station and railway line forms the eastern boundary of Ikhutseng while the area to the south is mainly farmland. East of the railway line is the auction pens, landing strip and rifle range. The industrial area and golf course are to the north of the road leading to Boshoff.

3.2.2 Warrenvale

Warrenvale is the former Coloured residential area that was developed east of the N12 and to the north of Ikhutseng. The area accommodates approximately 17% of the total population of the municipal area. This suburb has a few schools, community facilities and small businesses, but, like Ikhutseng, the majority of business activity and work opportunities are still based in the town of Warrenton itself.

To the north of Warrenvale is Transka Resort, which has been developed on the bank of the Vaal River. The railway line and industrial area to the east of the railway line forms its eastern boundary while a large area, that was mined by small miners, form the southern boundary between it and Ikhutseng. The latter has been earmarked for residential development once the site has been rehabilitated. A large park area was left undeveloped between Warrenvale and the N12, which forms the western boundary of the area. The area has access to a basic level of infrastructure.

3.2.3 Warrenton

Warrenton is the main service centre in the municipal area and focuses on serving the community Magareng and through traffic. Most of the business development is concentrated in the Central Business District (CBD) of Warrenton. The N18 route runs through the middle of the town while the Vaal River forms its western and northern boundary. The N12 divides the town from Ikhutseng and Warrenvale. The southern boundary comprises farmland. The town has been adequately serviced although some of this infrastructure is old and needs urgent upgrading. The town also accommodates the main municipal office and hospital. Opposite the river is municipal land which accommodates some of the utility services. The municipality is also of the intention to develop the new sewer outfall works on this side of the river. There is also an old water mill and warm spring in the area as well as numerous historic sites that can be used as tourists’ attractions.

3.2.4 Rural

The rural areas comprise mostly extensive and intensive commercial farmland with a few agri-villages that developed in the area. The larger part of the farming area accommodates extensive mixed agriculture where mostly cattle, game and goat farming is practised while the intensive farming areas are concentrated along the water canal system that transverse the area. The latter comprise an area of Majeng, Bull Hill and Hartsvallei, while some intensive farming is also practised a long the Vaal river

next to Moleko's Farm, Nazareth and 14 Streams. These areas produce crops, vegetables, fruit and other perishable products. Other settlement that accommodates a concentration of people is Sydney's Hope and Warrenton Station.

The rural area also accommodates natural features like the Spitskop dam which forms part of the western border of the municipal area while the Leeuw River forms part of the southern border of the municipal area.

3.3.5 Majeng Land Restitution Project

OneWorld has been engaged with the Majeng community over the past two years in developing an Integrated Development and Business Plan for the area. The process has been intensive and challenging, especially for the community who have waited this long for their dream to come to fruition. The community was presented with both conventional and unconventional options in their decision making processes. The intention was to ensure that sustainable development practice informs the choices made by the community. The key aspects below are aligned to the recommendations that emerged during the business development process.

1. The development of an off-grid human settlement at Majeng for 800 households: An off grid development allows for incremental development of the community; and not a mass injection that is out of sync with the area and has associated high site establishment costs.
2. The development of road infrastructure for the human settlement: the Majeng settlement will require road infrastructure which should also be aligned to the human settlement development.
3. An off grid biolix system for sanitation purposes has been proposed which presents other off-grid opportunities too; for example bottled gas.
4. Solar power to meet the energy requirements of the settlement, including street lighting requirements. Solar power will also be used for heating geysers for hot water in the households.
5. The people of Majeng thrive on subsistence farming and water for agriculture is critical. A repair of the crop irrigation system and the various canals within the Majeng area is recommended. In the event specialist opinion suggests it is not viable to repair, new systems will have to be installed to support farmers at Majeng.
6. A water reservoir and a water purification plant were mentioned as items on the municipality's plan; this will supplement the rainwater harvesting initiatives of the inhabitants.
7. Development of a community Multipurpose Centre around which various community services provision can be aligned. A museum is also suggested to boost the tourism opportunities of the area.

3.3 Demographic profile

3.3.1 Population Size and Ethnic Composition

Magareng has a total population of 20 433 in 2007. This has showed a decrease over the last five years. The following table gives a breakdown of the ethnic and gender composition of the municipal area.

Table 7: Ethnic profile of Magareng Local Municipality, 2001

	Black African	Coloured	Indian/Asian	White	Total
Male	6,827	1,728	76	1,114	9,745
Female	7,602	1,762	61	1,264	10,688
Total	14,429	3,490	137	2,378	20,433
Percentage of Total Population	71.97%	17.48%	0.52%	10.03%	100.00%

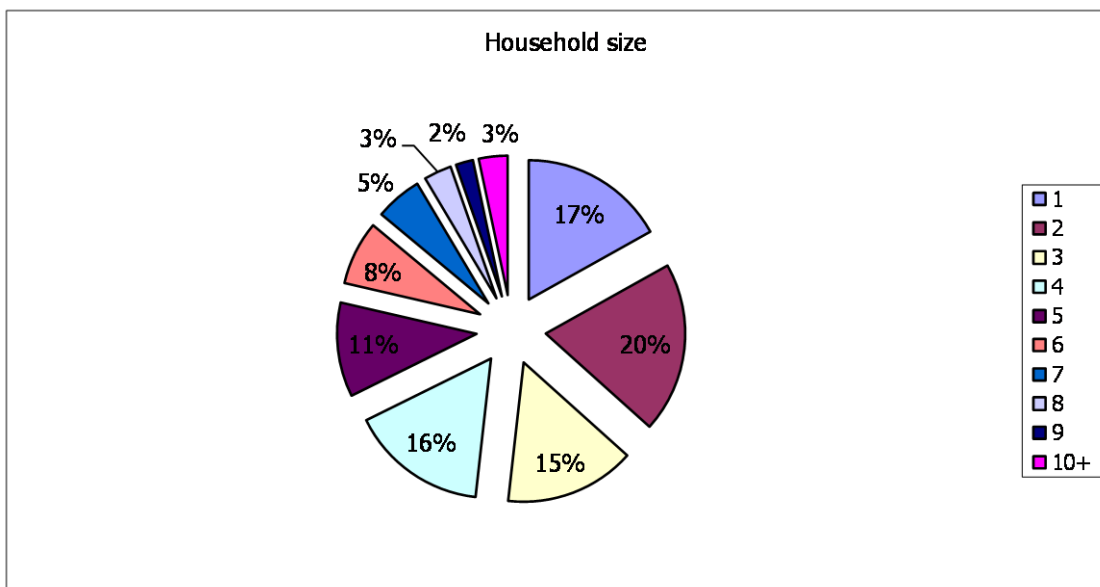
Source: Stats SA (Community survey, 2007)

The total population of Magareng is 20 443 as per (Community survey 2007) while Census 2001 indicates a decreased of 3% over the 5-year period. This can be attributed to factors like the impact of HIV/AIDS and migration due to the lack of job opportunities within the municipal area itself.

The ethnic composition of the population of Magareng is dominated by the African population group which represents almost 72% of the total population of Magareng, followed by 17, 5% Coloured and 10% Whites. The rest is made up by other population groups (Stats SA, Census 2001). It is interesting to note that the ethnic profile changed somewhat from 1996 in that the proportional share of the African population group decreased by almost 2% while the proportional share of the Coloured population showed an increase of almost 2%. The proportional share of the White population also showed an increase of 0, 5%.

The figure overleaf indicates the household sizes for the total population of Magareng. It is clear that the majority of households vary between 1 and 5 family members.

Figure 2: Household size in Magareng, 2001

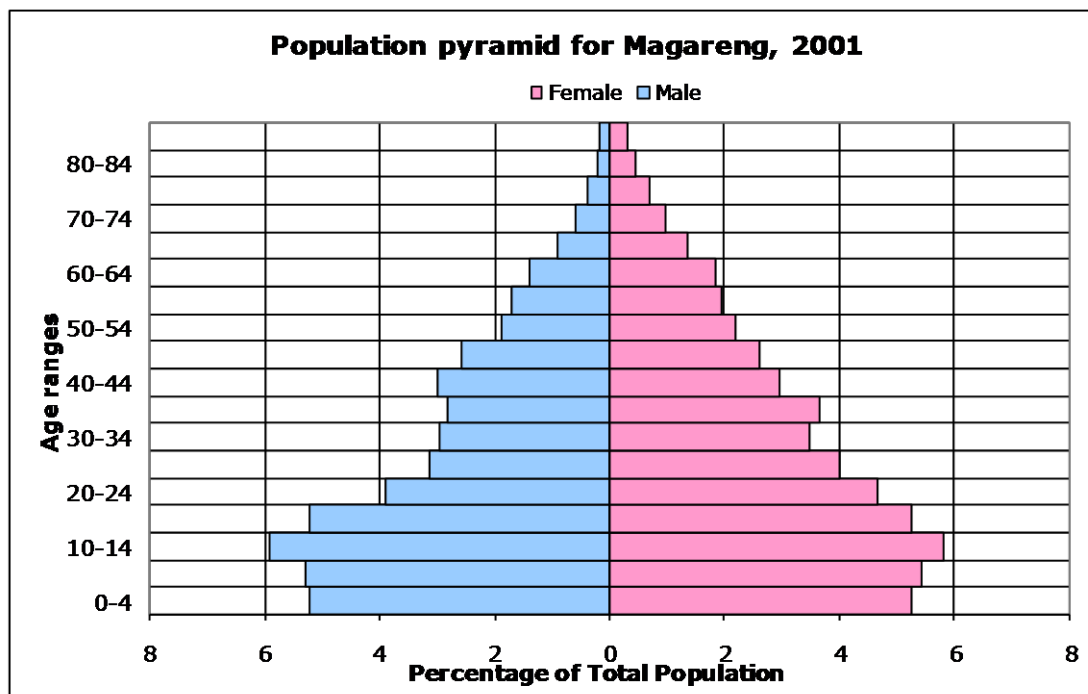


Source: Stats SA (Census, 2001)

3.3.2 Age Profile

Magareng has a relatively young population. 43% of the total population is younger than 20 years (Stats SA, Census 2001). The following figure overleaf gives a graphic illustration of the age profile of the municipal area:

Figure 3: Age Profile of Magareng, 2001



Source: Stats SA (Census, 2001)

The above profile shows a steady decline in the birth rate over the last couple of years while the peak birth rate was experienced some 10-14 years ago. Although the population of Magareng is still relatively young, the population has moved from a developing population pyramid to a more industrialised population pyramid. This indicates that recent development in the area has encouraged the introduction of family planning which leads to smaller family sizes while the impact of HIV/AIDS will also change the age profile of this area in future. Recent statistics revealed by the Department of Health indicated that HIV/AIDS prevalence in the Northern Cape with women attending antenatal clinics was the second lowest in the country. Although the latter indicates that the province is outperforming other provinces in reducing the impact of HIV/AIDS, this pandemic will still have an impact on the future population of the area.

3.3.3 Gender profile

Females are the majority gender group in Magareng. 53 % of the total population in the municipal area is female (Stats SA, Census 2001) and even in the community survey of 2007. Depicted from the population pyramid above, it is clear that the females dominate in the older than 20 years of age groups. This may be attributed to large numbers of migrant workers working elsewhere in the country, with only the females of the households staying behind.

3.4 Human Development profile

3.4.1 Health profile

It is extremely difficult to determine the level of human development of the municipal area due to a lack of accurate and recent information. There is currently no Human Development Index for the area. The only information that is readily available is census data which does not reflect the health status of a community.

Awareness Campaigns, such as Aids Awareness, Direct Observed Treatment Support (DOTS) and Protein Enrichment Malnutrition Scheme are in place to address these problems. The health services infrastructure profile is discussed later in this section.

3.5 Education and training profile

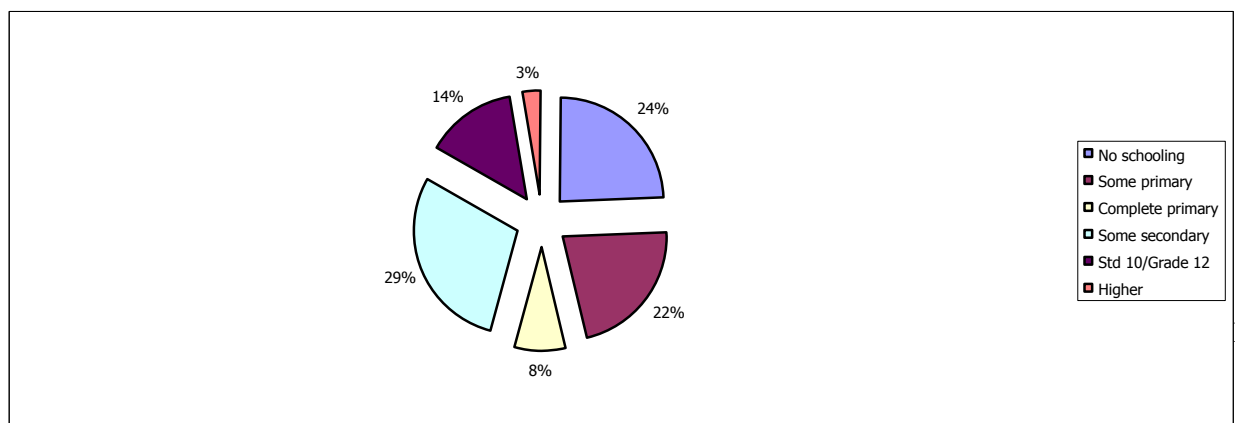
The figure overleaf gives a summary of the education levels in Magareng. It is alarming to note that 24% of persons aged 20 years and older has no formal education while 22% has some primary education (Stats SA, Census 2001). This indicates high levels of illiteracy in the area.

On the other hand, it is positive to see that 29% of people older than 20 years in this area has some form of secondary education qualification while 14% has a grade 12 qualification. Only 3% of this portion of the population has a higher education qualification.

If one compares the literacy rate of the municipal area with that of the district, it is again alarming to note that in the municipality is performing poorer than the average of the district. In the district only 17% of persons aged 20 years and older has no formal education while 18% has some primary education. 32% of this segment of the population in the district had some secondary qualification while 18% completed Grade 12. 7% of this proportion of the population had some higher education qualification. This indicates the need to improve the standard and access to education in the municipal area in order to bring it on par with the rest of the district.

According to Census 2001, almost 31% of children between the ages 5 and 24 did not attend school while 3,5% is attending Pre-School and 66% of the people falling within this age group is attending school. Only 0.3% of this proportion of the population is attending higher education training facilities. The high rate of non-attendance can be prescribed to the poverty level in the area, inaccessibility of some schools to communities while farming communities also experience difficulty in sending their children to school in towns.

Figure 4: Education levels in Magareng, 2001



Source: Stats SA (Census, 2001)

3.5 Social Development profile

3.5.1 Social Groups

During workshops held with the IDP Representative forum, the following main social groups were identified: People with disabilities, aged, youth, unemployed, business, religious and farm workers.

For each of these social groups an analysis was done using the Sustainable Livelihoods Framework. This information informs the priority issues identified and therefore the specific interest group needs are also addressed with the priority issues identified for Magareng.

Although participants did not have access to scientifically researched data to inform the statistics presented in these tables, the information given by the participants gives a good indication of the perception that community members have around service delivery and access to services in these communities. The reader is therefore advised to interpret the data rather than quoting from it.

Below are the strengths and weaknesses from the different social groups of Magareng that were identified during an IDP review workshop:

The following is a summary of the desired outcomes and threats or vulnerabilities experienced by the individual social groups in Magareng:

Table 8: Desired outcomes and vulnerabilities identified in Magareng for certain social groups

Social Group	Desired outcomes	Threats (vulnerabilities)
Disabled	<ul style="list-style-type: none"> • Support groups • Awareness programmes • ABET & Skills training • Access to buildings, pavements • Disabled toilets • Special transport locally and for attending special facilities elsewhere • Employment opportunities • Choices in housing subsidies 	<ul style="list-style-type: none"> • Unemployment • Lack of support services
Aged	<ul style="list-style-type: none"> • ABET • Access to social services • Old age home/centre in Warrenvale • Safe and reliable transport • Food security • Retirement planning 	<ul style="list-style-type: none"> • Lack of income • Chronic illness • Social pensions insufficient • High cost of medical care and living
Youth 75% of the total population	<ul style="list-style-type: none"> • 70% stay with families • Have access to a stadium, community hall, resort and tennis courts • Most have matric (80%) • Some have higher education - technikon and college • Most depend on family while others sell fruit and vegetables. Some youth earn a living through the running of sport clubs - fee per team or sponsorship 	<ul style="list-style-type: none"> • 20% Informal houses • Lack further education facilities • Have access to a Library - but not well equipped • No proper developed sport and recreation facilities • Have access to roads - but they are in a poor condition • Stress • Frustration • High pregnancy rate • High HIV/AIDS rate (42%) • High TB rate (35%) • Lack technological skills
Farm workers	<ul style="list-style-type: none"> • Some have brick houses • Most have access to water while some have electricity • Some have access to a cemetery • Most have access to agricultural land and livestock 	<ul style="list-style-type: none"> • Some have mud houses • Most have only a pit latrine • No clinic • No spaza shops • 30% are literate • High levels of TB
Unemployed	<ul style="list-style-type: none"> • Land • Some have matric while others 	<ul style="list-style-type: none"> • Roads - poor condition • Schools - not enough

Social Group	Desired outcomes	Threats (vulnerabilities)
	<ul style="list-style-type: none"> have tertiary education 30% are skilled 	<ul style="list-style-type: none"> Clinics - not adequate
Business	<ul style="list-style-type: none"> Most have housing, electricity, water Most have access to community halls, stadium, schools, library, infrastructure, churches, and municipal pay point and railway station. Most have grade 10 - 12 Most are in good health 	<ul style="list-style-type: none"> Some experience high blood pressure

Source: IDP Workshop

The strengths and weaknesses identified in the table above inform the desired outcomes, threats and opportunities for the different social groups of Magareng. The following is a summary of the desired outcomes and threats or vulnerabilities experienced by the individual social groups in Magareng:

Table 9: Desired outcomes and vulnerabilities identified in Magareng for certain social groups

Social Group	Desired outcomes	Threats (vulnerabilities)
Disabled	<ul style="list-style-type: none"> Support groups Awareness programmes ABET & Skills training Access to buildings, pavements Disabled toilets Special transport locally and for attending special facilities elsewhere 	<ul style="list-style-type: none"> Unemployment Lack of support services Alcohol abuse
Aged	<ul style="list-style-type: none"> ABET Access to social services Old age home Safe and reliable transport Food security Retirement planning 	<ul style="list-style-type: none"> Lack of income Chronic illness Social pensions insufficient High cost of medical care and living
Youth	<ul style="list-style-type: none"> Access to job opportunities Food security Access to counselling services Youth development programmes Development of multi-purpose centre Development of a rehabilitation centre Upgrading of roads Recreation facilities & Parks Upgrading of existing sport fields 	<ul style="list-style-type: none"> HIV/AIDS Child abuse Domestic violence Poverty Unemployment Alcohol and drug abuse

Social Group	Desired outcomes	Threats (vulnerabilities)
	<ul style="list-style-type: none"> ▪ Development of dumping collection points and elimination of illegal dumping ▪ ABET & Skills development ▪ Access to bursaries 	
Farm workers	<ul style="list-style-type: none"> • Access to land 	<ul style="list-style-type: none"> • Retrenchment • Drought • Unemployment • HIV/AIDS • TB
Unemployed	<ul style="list-style-type: none"> • Food security • Jobs 	<ul style="list-style-type: none"> • Loan schemes
Business	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • High unemployment • Lack of economic growth • Spatial locality • HIV/AIDS • Poor health
Religious	<ul style="list-style-type: none"> • Meeting of Ministers • Moral regeneration • Charity services • Church sites 	<ul style="list-style-type: none"> • HIV/AIDS • Poverty • Lack of funds
HIV/AIDS	<ul style="list-style-type: none"> • Trauma centre • Children support group • Awareness programme 	<ul style="list-style-type: none"> •

Gender Issues

Participants in the IDP Review workshops were also expected to identify gender issues. The following gives an overview of the vulnerabilities that was identified in these workshops:

Table 10: Vulnerabilities per gender group for the Magareng area

Male	Female
HIV/AIDS	HIV/AIDS is high amongst the youth
Droughts	Teenage pregnancy is high
Economy	Lack technological skills
Unemployment	Few has access to residential land or agricultural land
Crime	Need to participate in decision-making
Poverty	Lack freedom of speech
Unfaithfulness in marriage	Poverty
Rape	Ignorance
Floods	Prostitution
	Rape
	Domestic violence
	Unemployment
	Poor economy

Source: IDP Workshop

3.6 Economic development profile

3.6.1 Local Economy

The Northern Cape Province is renowned for its diamond mining. The GDP contribution by the mining and quarrying sector of the economy was 21,4% in 2001 while the finance, real estate and business services sector contributed 19,8% of the GDP of the province in 2001. However, the contribution made by the mining and quarrying sector to the GDP of South Africa in 2001 was only 5,7%. (Stats SA, 2002). The Northern Cape Province has showed an increase in its contribution to the GDP of South Africa of 2,7% for 2001, which is almost equal to the national average of 2,8%.

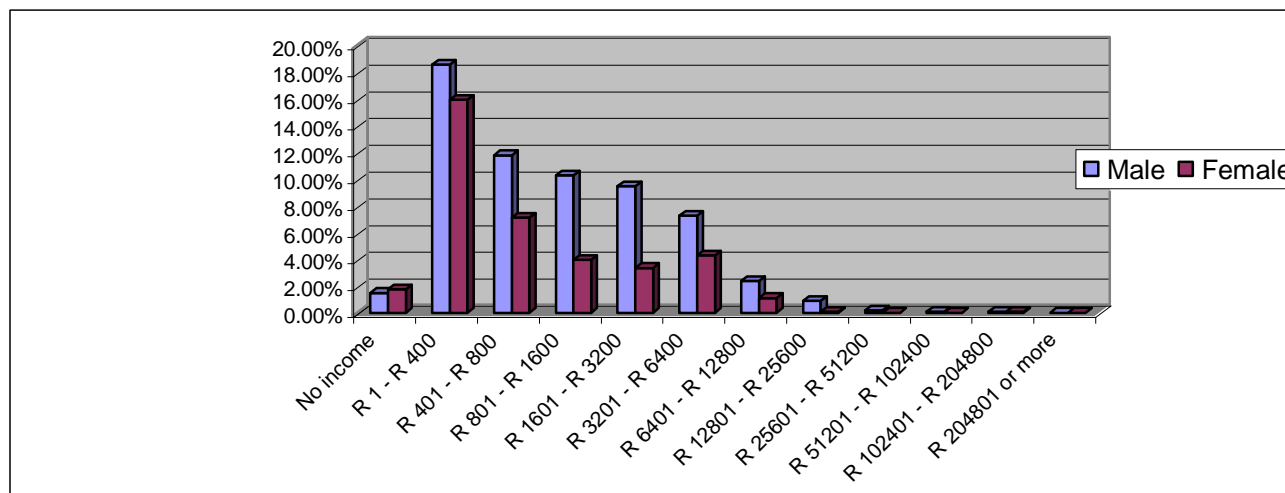
If one however analyse the local economy of Magareng, the contribution made by the mining and quarrying sector will be far less than that recorded for the rest of the province as most of the mining and quarrying activities falls outside the municipal area. Although there is no research that can support these conclusions drawn, participants in the IDP review workshops felt that agricultural sector was the predominant income base of the municipal area. This assumption is supported by the employment industry statistics which indicates that the agricultural sector is the largest employer in the municipal area, followed by the Social Services sector. One can therefore assume that the local economy is profoundly based on agriculture.

3.6.2 Level of Income

The individual income of males and females in Magareng for 2001 is reflected in the figure. This figure indicates that females on average earn less than males while the highest percentage of individuals in the municipal area only earn between R1 and R1080.00. This shows a clear gender discrepancy that exists in terms of levels of income as well as high levels of poverty.

According to Census 2001 (Stats SA) almost 67% of individuals between the age 15 and 65 earn less than R1600 per month while 3% had no income at all.

Figure 5: Individual level of income per month for persons between the age 15 and 65, 2001



Source: Stats SA (Census, 2001)

3.6.3 Employment

An analysis of the employment distribution in the various economic sectors indicates that most of the people working in Magareng are employed in the agricultural sector. The social services sector followed by trade also one of the highest employers in the area. The following is a breakdown of the employment sectors:

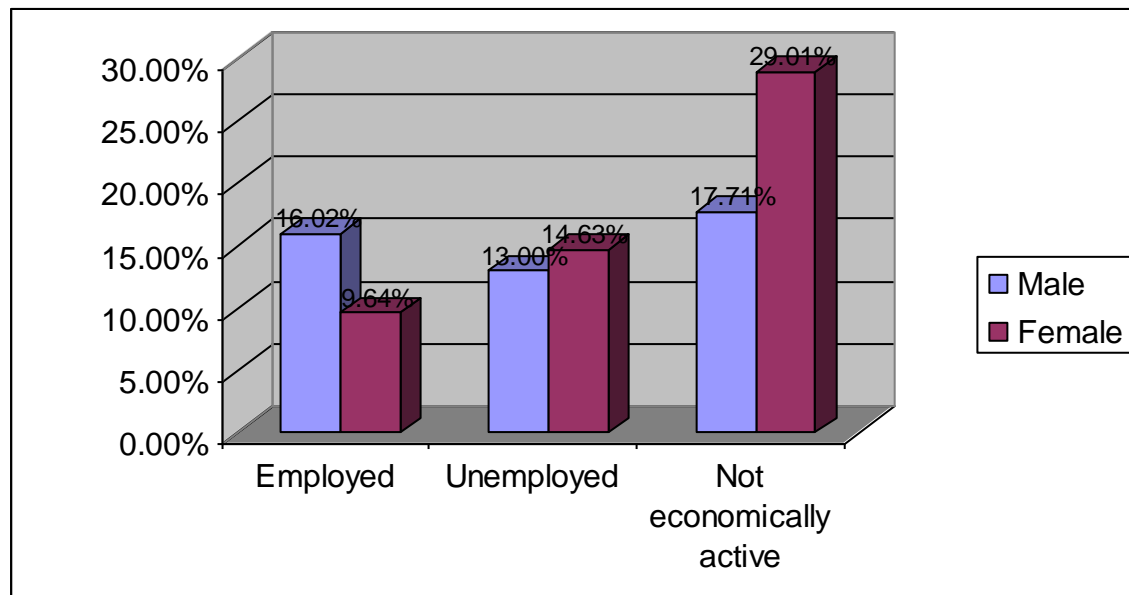
Table 11: Employment per sector of the economy

Industry	Employment distribution
Farming	26.99%
Mining	6.87%
Manufacturing	5.85%
Utilities	0.50%
Construction	2.80%
Trade	12.43%
Transport	4.37%
Business	4.46%
Social Services	17.59%
Private Household	0.00%
Other	13.40%

Source: Stats SA (Census 2001)

If one compares the unemployment levels within the municipality, it is evident from the figure below that more females are unemployed or not economically active than men.

Figure 6: Employment Status in Magareng, 2001

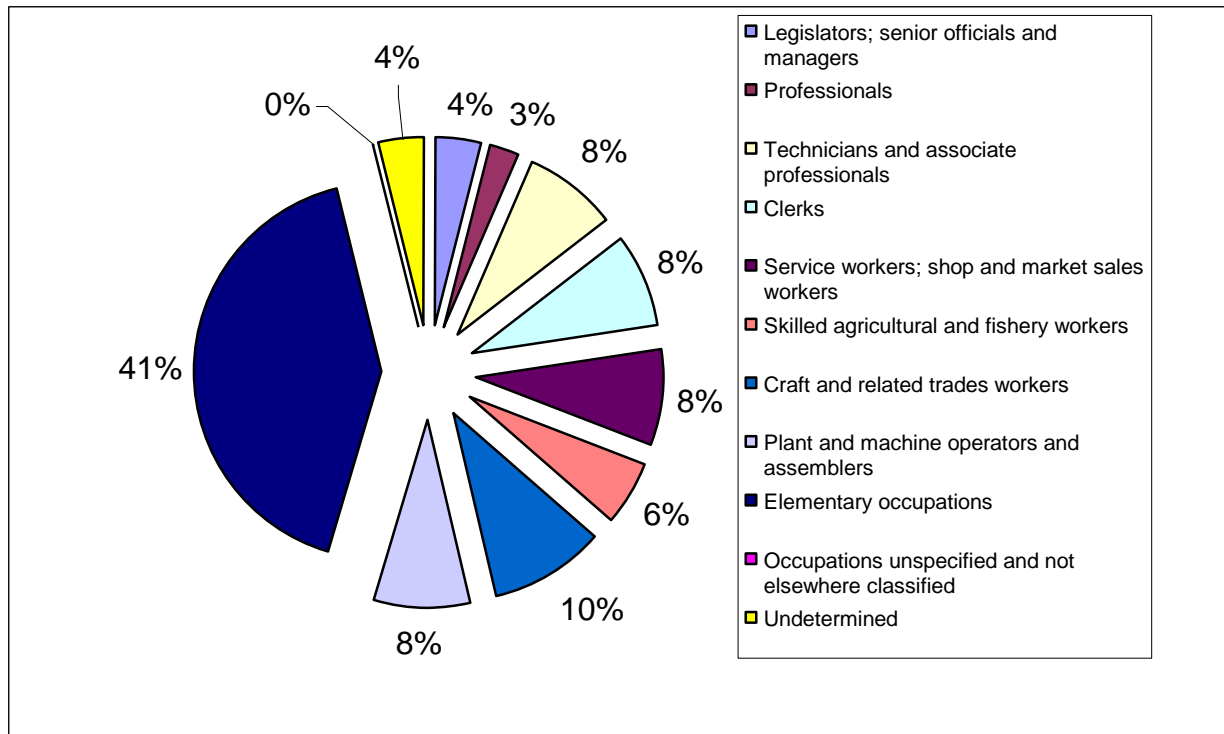


Source: Stats SA (Census, 2001)

According to Census 2001 27, 8% of the total workforce is unemployed while 46, 7% is not economically active. This implies that only 25, 6% of the total workforce is employed. Again, this confirms the fact that poverty is high in the area. The figure overleaf indicates the occupation distribution in Magareng.

41% of the total employed population work in elementary occupations while 10% practise craft and related trades. Technicians, clerks, services workers and plant and machine operators are all equally employed in the area. The professional base of the district again confirms the fact that most of the people employed are within the agricultural sector where elementary occupations are practiced. The fact that the Social Services and Trade sectors are also some of the highest employers in the area again confirms the high percentage of people skilled in the technical and clerical professions.

Figure 7: Occupation distribution in Magareng, 2001



Source: Stats SA (Census, 2001)

3.6.4 Livelihood strategies

The following tables indicate the various livelihood strategies identified during the IDP Process. The first table distinguish between those strategies practiced by males and females while the second table indicates the various strategies per social group.

Table 12: Livelihood strategies for males and females

Male	Female
Crime	Washing piece jobs
Church services	Selling vegetables
Gambling (R7 - R25)	Child support grant
Selling drugs and alcohol	Prostitution
Fishing	Depend on family and grants
Pensions	Cannot work because of child caring responsibilities
Depend on family	Domestic workers
Hawking	Professionals
Mine workers	Self employed (small businesses)
Farm workers	
Professionals	
Business people	
Self employed	

Source: IDP Workshop

Table 13: Livelihood strategies per social group

Religious	People with disabilities	Aged	Business	Farm workers	Youth	Unemployed
<ul style="list-style-type: none"> • Hosting events • Selling food • Gospel shows • Offerings • Training 	<ul style="list-style-type: none"> • Pensions - R1060 per month • Depend on family • Depend on others to buy goods 	<ul style="list-style-type: none"> • Pensions • Depend on family • Beg and steal • Borrow 	<ul style="list-style-type: none"> • Budgeting • Savings 	<ul style="list-style-type: none"> • Salary • Small business • Farming 	<ul style="list-style-type: none"> • Robbery • Borrow money from loan institutions • Fraud - take out loans on pensioners' names • Sell recycling material • Hawking • Prostitution 	Depend on family & government grant

Source: IDP Workshops

It is alarming to note that community perceive crime to be a livelihood strategy for males and some of the social groups. Although the community agreed that crime was relatively low if compared to other areas in South Africa, they felt that petty crimes were on the increase as unemployment continues to be high. The levels of income indicated in these tables also correspond with the low levels of income confirmed by Census 2001 for the area. It is also interesting to note that many families depend on the social grant system as their only source of income. This confirms the plight of the aged to increase their pensions.

3.7 Infrastructure development profile

3.7.1 Civil Infrastructure profile

3.7.1.1 Bulk infrastructure supply: Water Service

Water for the urban node is withdrawn from the Vaalharts irrigation canal and Vaal River that runs along the western boundary of Warrenton. The municipality has a permit to abstract 3572 ML of raw water annually from both water sources. No groundwater is used to supplement the preset source. Water-meters were installed and are maintained by the Department of Water Affairs and Forestry to monitor the consumption of the municipality at both abstraction points.

The raw water abstracted from the canal is flowing under gravity to a sump at the purification plant. During the down time of this feeder line, raw water is pumped with electrical driven borehole pumps from the Vaal River to the raw water sump.

The water purification plant was constructed in 1998 on the western side of the Vaal River, north of the N18 road. The capacity of the plant is 350 Kl/h. raw water is abstracted from both sources and gravitates or is pumped to the sump at the purification plant. From the sump the water is pumped to the DCP from where it gravitates through the sedimentation pond, sand filters to the 0,8 ML balancing reservoir. All the back wash water from the plant gravitates to a sludge dam. After sedimentation the water is pumped back to the raw water sump.

From the reservoir at the purification plant purified water is gravitating through a 500 mm diameter 1 300 m long sifon pipe through the Vaal River to a sump at the main water pump station. The main water pump station is equipped with two sets of electrical driven pumps and a water-meter of the municipality. One set of pumps supplies purified water to an elevated reservoir in Warrenton. From this reservoir the water is distributed to the town.

The second set of pumps supply water to an elevated storage tank near to Warrenton railway station, a 5, 2 ML concrete reservoir near Ikhutseng as well as a 4, 5 ML concrete reservoir near Warrenvale and the industrial area. The combined pumping capacity of the pumps is 350 ML/hour.

From the 4, 5 ML concrete reservoir water is pumped with two electrical driven pumps to an elevated press steel tank.

This tank supplies water to Warrenvale and the industrial area. From the 5,2 ML concrete reservoir water is pumped with four electrical driven pumps to two elevated press steel tank in Ikhutseng respectively.

Conclusion

The Magareng Local Municipality in 2011 started to review feasibility study on water treatment plant and planning to extend the plant so that to emit enough water for future demand.

3.7.1.2 Bulk Infrastructure Supply: Sanitation

The sewer outfall works is situated in the centre of the urban node. Due to the relatively flat topography, all sewerage must be pumped to the outfall works. The outfall works is 12 years old and was designed to treat 2 ML/day of raw sewerage. The treated effluent of the sewer outfall works drains via a natural watercourse through sections of Warrenton to the Vaal River. The quality of treated effluent is still good, although the present rate of inflow is 2,4 ML/ day. Extensions to the sewer outfall works is thus essential and it is proposed that a new plant be erected to accommodate both future demand but also to reduce the negative impact of the present locality of the plant on future developments.

Warrenton town is serviced by either septic tanks or French drains. These systems require that the municipality empty these tanks on a regular basis. The effluent from these septic tanks is transported by tanker to the sewer outfall works. All sewage from Warrenvale drains to a single sewer pump station that pumps the sewage to the sewer outfall works. A small sewer pump station receives the sewage from the southern areas of Ikhutseng and then pumps it into one of the main gravity sewer lines. All the sewage of Ikhutseng then drains to a single pump station that pumps the sewage to the sewer outfall works.

Groundwater contamination is presently experience with the septic and French drains operational in Warrenton. Urgent attention will therefore have to be paid to ensure that the drinking water is not affected so the septic tanks will have to be replaced to curb the problem.

Conclusion

The Magareng Local Municipality in 2011 started to review feasibility study and therefore the MLM is planning to build a new plant so as to accommodate new developments.

3.7.1.3 Internal and connector infrastructure supply: Water

1.2.1.1 Warrenton

The distribution of water in Warrenton is done through a network of pipes with diameters from 50 mm to 160 mm. The pipes are mainly manufactured of asbes-cement and PVC. Ring feeds were incorporated in the layout. All the developed erven are equipped with a metered connection. The water-meters are monthly read and itemised bills are provided monthly to each consumer. Approximately 40 % of the network in Warrenton is in operation for more than 40 years but now the municipality is in a planning the of upgrading the aged infrasstructure. This hamper the water service authority to provide an effective service and water are lost through leaking pipes. It is one of the main priorities of the municipality to upgrade the internal water reticulation network in the older areas of Warrenton.

1.2.1.2 Ikhutseng

Water distribution in Ikhutseng is done with one 150 mm diameter pipe. Through this pipe water is pumped from a 5, 2 Ml reservoir to an elevated press steel tank. Utilising the distribution network water is pumped to a second elevated press steel tank. This operating methodology provides the following difficulties, viz., the supply to the area is limited to the capacity of the supply pipe, 150 mm diameter and the associated electrical driven pumps.

The distribution of water to individual sites in Ikhutseng is done through a network of pipes with diameters from 50 mm to 200 mm. The pipes are mainly manufactured of PVC because the network is relatively new. Ring feeds are incorporated in the distribution. All erven on the approved plan are equipped or can be provided with a metered water connection. The water-meters are monthly read and itemised bills are provided monthly to each consumer. Approximately 250 households in Rabaadjie and 150 in Warrenvale have only access to communal taps.

A number of unauthorised and unmetered or bypassed water connections where present in the area. With funds from the Municipal Support Programme a house-to-house survey was conducted and problem areas were identified. The municipality has put in place a programme of remedying the situation. This will assist to improve the income base of the municipality and reduce the amount of water unaccounted for.

1.2.1.3 Warrenvale

The distribution of water in Warrenvale is done through a network of pipes with diameters from 50 mm to 160 mm. Ring feeds with asbes-cement and PVC pipes were incorporated in the network. All erven on the layout plan are or can be provided with a metered water connection. The meters are read each month and itemised bills are provided to each consumer.

The 200 mm diameter connector pipe to Warrenvale is in a good condition. The capacity of the supply meets the current demand. Depending on the time frames for the provision of additional houses, the capacity of the electrical driven pumps, which supply water to an elevated tank, must be increased.

1.2.1.4 Rural areas

The Frances Baard District Municipality before the amalgamation process provided electricity, water infrastructure and VIP toilets as well as hygiene awareness training to communities living in the rural areas. Arrangements were made with the farmers whereby the District Municipality provided infrastructure to the farm workers and the farmers had to maintain these services. Contracts were signed with these farmers. Presently, the municipality is responsible for maintaining the water pumps at Nazareth, Moleko's farm, Sydney's Hope, Majeng and Windsorton Station. Bull Hill and Hartsvillei depend on the farmers to maintain the infrastructure. Moleko's farm needs to be provided with clean drinking water.

Conclusion

The Magareng Local Municipality is planning to construct the internal water network for new development in Ikhutseng and warrenvale since the Waste Treatment Plant is soon going to be extended.

3.7.1.4 Internal and connector infrastructure supply: Sanitation

All the ervens in Warrenton have either a French drain or a septic tank. All erven in Warrenvale have waterborne sewerage. The informal settlement called Rabaadjie (250 households) have no sanitation service at all. UDS in urine drain system in the process the municipality is planning to construct sewer mainline with pump stations since the new Waste Water Treatment Plant is to be constructed.

3.7.1.5 Water and Sanitation Infrastructure Backlogs

It is clear from the above that the following infrastructure backlogs exist in the urban area of Magareng:

- Sewer reticulation to 1693 newly developed sites currently they are using UDS toilets
- All newly planned areas. This will include the area of Majeng presently accommodating 300 families which will develop in future into a residential area of approximately 800 households and
- We are also looking at planning another 1000 sites in the next coming years.

Electrical Infrastructure Profile

3.7.2.1 Bulk electrical supply

Eskom supplies 11kv bulk supply to a substation situated in Warrenton. From there the 11kv supply is distributed to 11kv transformers which steps it down to 380V networks in Warrenton CBD, Warrenton residential, Warrenvale and the surrounding plots. Supply in Warrenvale is by means of prepaid metering system and Warrenton CBD and residential is by means of credit meters. Some residences in Warrenton have also changed to pre-paid system. Municipality is planning to review to policy to standardise the electricity metering system.

Moleko's farm gets the bulk supply from Eskom and the municipality distributes it by means of a pre-paid system. The following areas get both the bulk and low tension supply directly from Eskom: Ikhutseng, Bull Hill, Sydney's Hope and Hartsville. Windsorton station and Majeng have not yet been electrified. Windsorton station previously was supplied by Transnet. Transnet gets the bulk 11kv supply from the municipality and further distribute this to their own transformers and networks. The electrical network also is very old therefore needs to be upgraded.

FBDM is in process of developing the electrical master plan to assess all electrical challenges and solutions

3.7.1.5 Internal reticulation

The municipality is responsible for electricity distribution to Warrenton, Warrenvale and Moleko's farm. The municipality is planning to upgrade existing and construct the electricity new mainline for the new developments as well as its electrification. Cost needed

3.7.1.6 Backlogs in electrical supply

Most of the backlogs in electrical supply relates to areas in Ikhutseng and the rural areas not yet serviced by Eskom.

- 558 new sites in Warrenvale
- Majeng and
- The newly planned CBD as well as to new development areas

Professional studies (master plans)

Due to most of the infrastructure being old the municipality considered the fact of performing the following professional studies/master plans and the development of such studies will depend on the budget/funding:

1. Roads and storm water master
2. Water and sewer
3. Land use management scheme
4. Housing sector plan to be reviewed
5. LED plan (draft strategy)
6. Waste management plan (Finalised)
7. Environmental management framework (Finalised)
8. Integrated Transport Plan (Draft)

These plans will give us a clear picture of the status of our infrastructure assets and inform the municipality on the possible interventions where there are challenges.

3.7.3 Land and Housing Profile

Government's land reform programme comprises 3 components, namely:

Land Redistribution and Agricultural Development (LRAD)
Tenure upgrading
Land Restitution.

There is also a commonage development programme targeting municipalities which has a shortage in municipal land used for communal agricultural purposes as well as a Settlement and Land Acquisition Grant whereby municipalities can be assisted to buy land for township establishment.

Several sets of legislation have been passed to protect land rights in South Africa. One of these is the Extension of Security of Tenure Act (ESTA) which is particularly applicable to farming communities. This act aims to reduce farm evictions and improve tenure security to farm workers.

The Department of Land Affairs administer the land reform process and therefore the municipality is not aware of all the land reform projects presently undertaken in the municipal area. However, the municipality is aware that the land restitution case of the Majeng community has been settled and that they are now in the planning phase of the project.

The business plan for Majeng is due to be submitted but up to so far we have not received it due to the reluctance of the sector department's commitments to the process.

The housing delivery programme is administered by the Department of Housing and Local Government. According to the participants in the IDP workshops the following gives an overview of the housing profile in the various wards:

Table 14: Housing profile in each ward

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
40% informal houses	10% informal houses	30% informal houses	40% informal houses	30% informal houses
500% formal houses 10% old structures	80% stay in formal housing <ul style="list-style-type: none"> ○ 47% RDP houses ○ 18% old houses 	80% formal houses	60% formal houses	70% formal houses

Source: IDP Workshop

If one considers the profile sketched by the community and correlate that with the backlogs indicated in the IDP, the following housing backlogs therefore exist in the municipal area:

Table 15: Housing backlog in Magareng

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
1298	200	400	558	800

Source: Magareng IDP workshops

3.7.4 Social Infrastructure Profile

The following education facilities have been provided in Magareng:

Table 16: Education facilities in Magareng

Name of school	Nr. of learners	Nr. of educators	Ratio	Ward
Mogomotsi High 30 classrooms	1 008	43	1:32	1
Tlhatlogang (26 classrooms)	963	34	1:31	1
Warrenton combined (28 classrooms)	1 043	29	1:35	1
Rolihlahla Primary (20 classrooms)	1042	32	1:37	3
Warrenvale (32 classrooms)	883	28	1:32	4
Warrenton High (8 classrooms)	116	7	1:17	5
Warrenton Primary (18 classrooms)	248	11	1:22	5
Ditiro Primary	183	6	1:31	5
Nazareth House Primary	196	6	1:32	5
ABET				
Warrenvale Senior Secondary School	25	1	1:25	4
Tlhatlogang Primary School	50	4	1:12	1
Rolihlahla Primary School	88	4	1:25	3
Magareng	46	1	1:46	5
Totals	6203	167	1:31	

Note: There are no schools in ward 2 but the schools in the other wards are close by and are therefore used by learners from this area. There is still a need for a second high school in Ikhukseng to assist the overcrowding at Mogomotsi high school.

Source: IDP Magareng

Table 17: Crèche facilities in Magareng

Name of crèche	Nr. of learners	Nr. of educators	Ratio	Ward
Leratong	54	2	1:27	1
Ketsweletse Day Care	170	7	1:24	1
Lesedi Day Care	36	2	1:18	1
Legae La Bana	20	2	1:10	1
Tswelelopele	148	4	1:37	3
Tshwaragano Crèche	36	2	1:18	5
Hartsvallei	40	2	1:20	5
Totals	504	19	1:24	

Source: IDP Magareng

The following health facilities have been provided for in Magareng:

Table 18: Health Facilities in Magareng

Facility	Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
Hospital		-	-	-	Warrenton hospital (1)
Clinic		Ikhukseng	Pholong	Warrenvale	Satellite
Surgery					3
Ambulances available *					
Dental Services **					2
Optometry **	-	-	-	-	2

**** REMARKS:-**

Emergency service: Ambulances are available and are utilised for both Magareng and Phokwane they are co-ordinated from Jan Kempdorp ±27 kilometers from Magareng. The service is not good as patients that needs to be transported to Kimberley for treatment and checkups have to be as early as 6H00 at the hospital and will only be able to be transported to Kimberley once the patients from Phokwane area has been sorted out. The department of health will have to do more with regard to our clinics and hospital. The staff is very limited and they can only handle a certain number of patients per day resulting in other patients not been helped and at times those that does not get help are the critical ones.

**** REMARKS:-**

Rotating optometry and dental service

Warrenvale: The municipality has given some of its rooms to accommodate the clinic as a result a clinic is needed with staff to accommodate those people there and the nearby farms.

3.7.5 Environmental Framework profile

Introduction

The Frances Baard District Municipality (FBDM) has embarked on a process to develop an Environmental Management Framework (EMF) for the district, which includes the four Local Municipalities (Sol Plaatjie, Magareng, Dikgatlong and Phokwane) and the Frances Baard District Management Area.

An EMF is a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998).

The legislative framework that governs the development of an EMF consists mainly of the following:

- The National Environmental Management Act (Act 107 of 1998) (NEMA), in particular Sections 2, 23 and 24; and
- The EMF Regulations (Government Notice No. R547), which makes provision for the development, content and adoption of an EMF as a proactive environmental management decision support tool.

3.8.1 What is EMF?

An EMF is a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998).

3.8.1.1 Purpose of an EMF

The specific objectives of the FBDM EMF include the following:

- 3.8.1.1.1 To facilitate decision-making to ensure sustainable management of natural resources;
- 3.8.1.1.2 To provide strategic guidance on both environmental, economic and social issues in the FBDM area
- 3.8.1.1.3 To identify environmentally sensitive areas;
- 3.8.1.1.4 To identify the environmental and development opportunities and constraints;
- 3.8.1.1.5 To assess the economic and environmental potential of the area;
- 3.8.1.1.6 To provide a decision support system in respect of environmental issues and priorities in the area;
- 3.8.1.1.7 To formulate a strategy that will incorporate issues such as land use, planning and sensitive environmental resources; and
- 3.8.1.1.8 To include existing policies as frameworks for establishing values, guidelines and standards for future developments.

Environmental Status Quo

The categories and sub-categories of development within the MLM that may potentially impact upon ambient air quality are:

Industrial

- A factory was bought for peanut oil production though not yet in production.
- Knitting factory operated by Taiwanese.

Mining

- Small scale open cast mining between Ikhutseng and Warrenton as well as along the river.
- Future studies to assess yield potential of precious stone mining in the area.
- Approximately 20 applications annually.

Airports

- Landing strip in Warrenton.

Power stations/ Alternative energy sources

- The lack of energy generation capacity in the municipality results in reliance on burning fossil fuels.

Railways, Related Structures & Facilities

- Existing railway and railway station on the main route.

Agriculture (Crop farming)

- Crop farming takes place in 35,9% of this municipal area, with further proposal for Paprika farming, in the area(subject to the attainment of funding from IDT).
- Establishment of peanut farms based on small scale farming by individuals.

In the absence of significance industrial areas within the MLM, sources of air pollution are very localised and limited to certain areas or activities, as mentioned above. However, due to lack of information regarding significances of these areas or activities' contribution to air pollution, it is difficult to determine the current air quality standard. The greatest influence on air quality in this area is dust from mining activities and gravel roads, residential air pollution and agricultural activities, with crop farming occurring over 35.9% of the area.

Vegetation Types

The following vegetation types according to Mucina & Rutherford (2006) are found in Magareng local municipality (MLM):

Kimberley Thornveld
Schmidtsdrift Thornveld;
Highveld Salt Pans; and
Highveld Alluvial vegetation

VEGMAP Conservation Status - MLM

Vegetation unit	Conserved	Transformed	Target	Status
Kimberley thornveld	2%	18%	16%	Least Threatened
Schmidtsdrift thornveld	0.2%	13%	16%	Least Threatened
Highveld Salt Pans	0%	4%	24%	Least Threatened
Highveld Alluvial vegetation	10%	20%	31%	Least Threatened

Source: FBDM EMF and <http://cpu.uwc.ac.za/municipalities/summaries.asp?muni=NC094> retrieved on 01 March 2012

Natural Environment

Climate

Information on the climate for the Magareng Municipality area are none existent but because there is no real difference in levels above sea and latitude, figures for Vaalharts and Hoopstad Weather stations may be used for this purpose. The figures for rainfall and the daily minimum and maximum are indicated in the tables below. The figures are for the 33-year period between 1951 and 1984.

Table 19: Rainfall for the period 1951 to 1984

Month	Monthly Average	Highest Monthly Maximum	Lowest Monthly Maximum
January	71	217	9
February	67	154	5
March	64	215	7
April	47	148	0
May	18	81	0
June	8	99	0
July	7	40	0
August	5	35	0
September	13	105	0
October	30	104	0
November	55	176	1
December	57	187	13
Total	442	759	245

Source: IDP Magareng Local Municipality

The average yearly rainfall depicted from the table varies between 442 and 759 mm. The table indicates the highest rainfall between January tot March and the drier periods between June and August for the period 1951 to 1984.

Table 20: Average temperature for Magareng for period 1951 to 1984

Month	Daily Maximum	Daily Minimum	Daily Averages
January	32,7	17,4	25,1
February	30,9	16,9	23,9
March	29,0	14,9	21,9
April	25,6	10,5	18,1
May	22,1	6,0	14,0
June	19,0	2,4	10,7
July	19,5	2,3	10,9
August	22,2	4,0	13,1
September	26,5	8,4	17,4
October	28,8	11,8	20,3
November	30,7	14,6	22,7
December	32,1	16,3	24,2
Average	26,6	10,5	18,5

Source: IDP Magareng Local Municipality

3.8.2 Natural Resources

The known natural resources in the Magareng Municipal area include the following:

- The Vaal River - which provides water that can be used for human consumption, agricultural and industrial purposes.
- Fertile soil - vegetables were produced as far back as 1878 to provide food to the mining community of Kimberley.
- Agricultural land for grazing and crop production
- Alluvial diamonds - on the banks of the Vaal River.
- Transka and cultural resorts as well as the weir for tourism development.
- Warm spring, heritage resources like old graves, fort, water wheel, etc.
- Spitskop dam

3.8.3 Disaster Management

The following are the biggest threats to the Magareng community.

River (floods), mud houses & rainstorm

Accidents - N12

Agricultural area - fire, temporary settlement & thunder storms

Environmental challenges

- Air quality: air pollution from farming areas by spraying of pesticides and burning of dry crops and the burning of waste in the dumping sites and the illegal dumping sites.
- Waste: the blocking of sewer pipes, dumping in water canals and illegal dumping on open spaces in both towns and in townships. Waste collection by municipal staff.
- Identification of projects that requires environmental impact assessment studies in time.
- Cutting of trees for fuel for cooking and heating. This is problematic due to lack of education and access to basic services.
- Illegal fishing: this occurs in lakes and rivers in the Vaal River and Vaalharts canal.
- Licensing of the landfill site under MLM's name.

3.9 Economic SWOT analysis

STRENGTHS / OPPORTUNITIES

- Railway line – JHB, CPT, Mafeking, Botswana (Passenger services at Windsorton, Warrenton, 14 streams – B&B and Café and the utilising of the good shed)
- Vaalriver: Water extraction
- Mining: Diamonds (Incl alluvial) – small miners
- Commonage can also be used for mining
- Agriculture:
 - Irrigation due to canal – also producing potatoes
 - Industrial area – 46 ha for citrus growing
 - Soil in the area poses problems for irrigation
 - Peanut oil factory, fruit processing and meat processing
 - Game farming, aloe farming – sisal production?
 - Chicken farming, community bakery in Warrenton
- N12 and N18 – centrality – B&B, Tourism centre with shopping complex and filling station
- Weir: fishing, tourism, water sport
- Transka Resort : Next to river host festivals, pleasure resort – swimming pool
- Nazareth & 14 streams – rock engravings, battle grounds, churches, bungalows for overnight and weir – tourist attraction
- Cultural resort: cultural event – hall, swimming pool with forts - conferences
- Forts next to railway line and river – heritage sites
- Spitskop dam: fishing with hotel – boat houses for entertainment
- Bird park – new development to be used by community
- Accommodation in the area : B&B's
- Auction pen – providing hawkers facilities and using feeding facilities on commonage – game farm
- Warrenton - availability of banks and postal services to draw investment, however, dirt roads is a problem
- Majeng : Panoramic view of the district, agricultural opportunity, graves of soldiers, 60 ha ploughed land (460 ha potential), grazing land, brick making, Goats and cattle, tourism attraction (botanical garden and game)
- Bull hill, Hartsville: Chicken broiler, irrigation farming, crop and vegetable farming
- Neighbouring assets:
 - Orange packing factory close by
 - Ganspan also have rich fishing resources
 - Kimberley draws tourists – with airport, shopping and is the capital of the NC
- Vaalharts irrigation scheme

WEAKNESSES / THREATS

- Unemployment and poverty
- Small town – limited investment
- Low payment rate for services and lack of adequate funding for development
- Outflow of money to other areas
- Poor soil condition around Warrenton
- Duplication and lack of skills
- HIV/AIDS
- Dirt roads and single bridge
- Illegal dumping
- Crime
- Overgrazing – soil erosion
- Resource centres – lack information
- Lack of revenue generated from mining

Source: IDP Review Workshops

CHAPTER 4: PRIORITY ISSUES

4.1 Local Development Priorities

The following Key Performance Areas inform the outcomes desired by Magareng municipality:

- Institutional transformation
- Basic service delivery
- Local Economic Development
- Financial Viability and Management
- Good governance

The IDP Representative forum identified their desired outcomes. These outcomes are informed by the development profile sketched in the previous chapter. The list of desired outcomes that were identified for the 2012/2016 are as follows:

5.4.1Municipal-wide Priority issues 2012/2016

Priority issue	Desired Outcome
1.Performance management systems	To have performance systems in place and staff to sign performance charters;
2.Bulk Infrastructure development	To extend infrastructure to other areas and maintain the current one.
3.Project management	Proper management of all project from start to end to ensure quality;
4 Educational facilities	Provide extra schools to curb the overcrowding on the current schools;
5 Health facilities	To render dignified services to our patients and treat them with respect;
6. LED, food security and job creation	To draw investments, create jobs, develop SMME's and town marketing
7. Youth development	To develop our youth to become employers of tomorrow;
8. Disaster management	To provide rapid response to disaster challenges;
9.Land distribution	To distribute land adequately to those that needs it;
10. Sports and recreational facilities	To have recreational facilities to assist youth to come out of criminal activities;
11. Safety and security	To have a safe and secured environment where communities are able to live without fear;
12. Housing	To continue to provide housing units to those in need.

Magareng Municipality recognises the need to integrate and align its priority issues with the strategies and plans adopted by the district, provincial and national government partners. Accordingly the priority issues identified have a strategic link with the overall direction and trajectory of government in addressing the socio-economic challenges of the citizens.

Also the priority issues, strategies and objectives seek to address the following national and provincial development targets:

- Annual Economic growth of 4% - 6%
- Halving the unemployment rate by 2014
- Reducing households living in absolute poverty by 5% per annum
- Improving the literacy rate by 50% by 2014
- Reducing infant mortality by two-thirds by 2014
- Reducing maternal mortality by two-thirds by 2014
- Providing shelter for all by 2014
- Providing clean water to all in the province by 2009
- Eliminating sanitation problems by 2009
- Reducing crime by 10 % by 2014
- Stabilising the prevalence rate of HIV/Aids and reversing it by 2015
- Redistributing 30% of productive agricultural land to PDI's by 2015
- Conserving and protecting 6.5% of valuable biodiversity by 2014
- Providing adequate infrastructure for economic growth and development by 2014

4.2 Output Prioritisation

Besides prioritising the critical issues within the municipal area, it is also necessary to prioritise the outputs that need to be delivered. This is to ensure that resources are dedicated to those outputs that are of critical importance. Participants in the IDPSC felt it necessary to distinguish between those projects that are to be implemented in the short term and those to be implemented in the medium to long term. This will enable the municipality or any other service agent to prioritise those outputs, which are critical in their service delivery plans

CHAPTER 5: STRATEGIC FRAMEWORK

5.1 Overview of the Strategic Framework Local Government is required in terms of the Constitution of South Africa to:

- >Provide democratic local government
- >Deliver basic services in a sustainable and affordable manner to all communities
- >Promote social and economic development
- >Encourage the involvement of communities
- >Financial viability

In order to achieve the mandate of local government, local government has adopted a process of strategic planning which constitutes the IDP. This process focuses on what is needed to address the priority issues in the short term and ensuring that the resources of government, other service agencies and the private sector are aligned towards addressing these priority issues. It is therefore necessary to have a proper understanding of the current reality before priority issues can be identified. Once the priority issues have been identified, it is necessary to set clear objectives of what needs to be achieved in the short term. The Vision and 5-year objectives identify the direction for implementation and describe what needs to be achieved. The vision has a longer-term implementation timeframe whereas the objectives focus on the short term.

Once clear objectives have been identified, it is necessary to focus on delivery. The Strategies, Outputs and Activities spell out the manner in which the objectives, and eventually the Vision, will be achieved and therefore focus on implementation.

5.2 Development Vision

The starting point for any strategic approach is a challenging and commonly owned vision of where we are going. The vision for Magareng was developed by the IDP Representative Forum and was adopted by council as the development vision for the area.

Our vision:

“MAGARENG WILL BE A CREDIBLE, AFFORDABLE AND PROSPEROUS LOCAL MUNICIPALITY, WELL DEVELOPED, FULLY RESOURCED TO ENSURE SUSTAINABLE, INTEGRATED AND AFFORDABLE SERVICE DELIVERY TO THE COMMUNITY”

Our Mission:

We intend to realize our vision through:

- Strengthening the intergovernmental relations;
- Team work and partnership;
- Skills development and capacity-building;
- Effective internal and external communication;
- Forging partnerships with interested development protagonists;
- More job creation through EPWP and PPP;
- Town marketing for investment attraction.
- Tapping into latent and under-utilized natural resources;
- Promoting uniformity;
- Promotion of sustainability;

- Investing in modern equipment and technology for reliable service delivery;
- Implementation of the millennium delivery target;
- Implementation of the Batho Pele principles;
- Supporting the indigent households in the community;
- Redistribution of key resources to the previously disadvantaged community;
- Creating a conducive environment for business development;
- Alignment of development with district, provincial and national strategies;

Our Values:

The Municipality has adopted values which underpin the image, decorum and culture of the organisation as it interacts with its residents. We intend to uphold the following values:

- Striving for excellence
- Teamwork
- Timeliness
- Mutual Respect
- Professionalism

5.3 Strategies for Institutional Transformation

It is also important to focus on the institutions which need to deliver. For this reason a proper assessment was made of the delivery capacity of the municipality. A set of institutional restructuring strategies was adopted to improve service delivery in future:

5.3.1 Institutional restructuring strategy 1: Structural development

Magareng Local Municipality is currently organised in 5 departments. All staff has been accommodated in this new structure. It was however felt that the structure creates areas where duplication may occur in terms of responsibility and therefore a new organisational structure was developed that gives rise to the following:

5.3.1.1 Consolidated management centre: Office of the Municipal Manager

With the proposed structure a centralised management unit (situated in Warrenton) is created which also includes some centralised functions. This management unit is co-ordinated by the Office of the Municipal Manager.

5.3.1.2 Focused and efficient service entities: 4 Departments

The proposed organisational structure is based on the principle of functional grouping of homogeneous activities. Hence, 4 departments are proposed, each embracing similar activities. This resulted in all components now being synergised, instead of having separate objectives and operating as separate entities. Specialisation will also be possible, bringing about more efficient utilisation of all resources; at the same time, decentralised units are proposed at service delivery level to enhance developmental local government. The principle of maximum span of control at management levels has also been applied, keeping the diversity, complexity, volume and dispersion of activities in mind; hence the provision of sufficient management/supervisory units to cope with managerial responsibilities and providing more opportunities for delegation.

5.3.1.3 Area Co-ordination: Decentralised offices

The decentralised functions and activities will be rendered within the satellite offices (Warrenvale and Ikhutseng) with the intention that these services be rendered as close as possible to the end user. Communication and channels of command will be direct between Heads of Departments and its functional staff at the decentralised offices.

5.3.2 Institutional restructuring strategy 2: Community and development focused delivery

The mandate of Local Government is to act as a catalyst for development within the municipal area. This implies that focus should shift from a mere mediocre services delivery perspective to a much more responsive, needs orientated service delivery. Municipalities should thus ensure that choices are created for the consumer whilst ensuring that services are delivered in a sustainable, effective and efficient way.

The municipality is committed to design, and where necessary, establish new administrative and political mechanisms for decision-making and service delivery. This is one of the reasons why a new Organogram has been proposed. Another aspect that will also receive attention is the implementation of systems to improve service delivery. One such aspect is the introduction of a project management approach to service delivery.

At the heart of the project and programme management approach is creating high-performance integrated project teams that operate in a co-ordinated manner across functional boundaries within the organisation. The actions and performance of the teams are co-ordinated and integrated by a project manager, who maintains a continuous focus on the customer's needs, irrespective of whether it is an external or internal customer. Moreover, the project and programme managers ensure that the goals and objectives of the project deliverables are aligned, and remain aligned, with the strategic objectives of the organisation.

The IDP sets forth a series of development programmes which addresses the critical developmental issues identified by the community. Each of these programmes will have to be managed by programme managers. The respective portfolio committees of council have been identified to fulfil this role. These portfolio committees of council will therefore take charge of the development programme that relates to its mandate. It will be the responsibility of these programme managers or portfolio committees to report to council on progress made with implementation of these development programmes. The portfolio committee will also be responsible to assign certain responsibilities to departments in order to ensure effective and efficient delivery.

Table 21: Action Plan: Community and Developmental focused delivery

Objective	Outputs	Responsibility	Timeframe	Budget
To improve communication internally and externally	Regular management and departmental meetings	MM and HODs	Continuous	Internal
To ensure smooth running of the organisation	Induction training - Admin	HR manager	When required	
	Regular report back to community - constituency meeting and ward com meetings	Mayor, all councillors, MM & HODs	Quarterly	Internal
	Performance contracts	Council & AMM	July 2012	Internal
To sufficiently resource the municipality to execute its mandates	Buy essential equipment as identified by Heads of Departments	MM Fin com	December 2012	Internal

Objective	Outputs	Responsibility	Timeframe	Budget
Optimal utilisation of office space	Renovate old buildings currently not utilised to its optimum	Technical HOD	December 2012	Training budget
	Capacity building programme for councillors and officials	HR Manager	Continuously	
Active ward committees	Capacity building of ward committees		July 2012	Training

Source: IDP Workshops

5.3.3 Institutional restructuring strategy 3: Skills development and employment equity

The skills profile of the municipal organisation will need to change to support the new developmental approach. The starting point for this process is the development of a competency framework to support the new strategy and an analysis of the gap between current capability and the required capability and how to address this. The municipality is busy compiling its workplace skills plan in which the need for skilling the workforce will be addressed.

Council is also busy compiling its employment equity plan that focuses on addressing imbalances in terms of representation within the municipality. Although the plan is still in draft format, certain principles have already informed new appointments. All new employees will be evaluated against the objectives and strategies put forward in this plan, once adopted. The following outputs will be delivered to improve the institutional capacity of the municipality:

Table 22: Action plan: Skills development and Employment Equity

Objective	Outputs	Responsibility	Timeframe	Budget
To improve the institutional capacity	Compile skills development plan Training of staff	HR Manager	July 2012	Internal

Source: IDP Workshops

5.3.4 Institutional restructuring strategy 4: Citizen focused delivery

Local government has generally been too inwardly focused. The bureaucratic system focused on inputs rather than outputs or outcomes. Efforts to make the municipality more responsive to its citizens have been led by the creation of ward committees and extensive consultation with community representatives through the establishment of the IDP Representative Forum in the formulation of an IDP. Magareng Local municipality is committed to development and the upliftment of all residents within its area through IDP plan and strategic plan of the Council. Council will ensure that its Performance Management System monitor customer satisfaction.

Table 23: Action plan: Citizen focused delivery

Objective	Outputs	Responsibility	Timeframe	Budget
Improve our service standards	Reduce number of meetings	MM	July 2012	Internal
	Client satisfaction survey	CFO	Sept 2012	Internal
	Costing our services	CFO	February -June 2012- phases	Internal

Source: IDP Workshops

Institutional restructuring strategy 5: Financial viability

Council realised that the long- term viability of this council is based on a good and sound financial position. It is therefore necessary to adopt strict financial control mechanisms that will improve the levels of income through improved revenue collection, credit control and debt collection strategies whilst minimising expenditure through stricter implementation of financial policies.

5.3.6 Institutional restructuring strategy 6: Policy and Bylaws review

It is required of council to review its current policies and bylaws and to amend, realign or rescind them where appropriate. Council is currently in the process of rationalising its bylaws. This will still take some time as many new demands have been instilled by the new dispensation and new bylaws will therefore have to be promulgated to accommodate the new demands.

Most of the policies needed to successfully administer the organisation have been reviewed and adopted by Council. Procedures have also been clarified to improve co-ordination within the organisation. Where necessary, Council has a process of formulating and adopting policies on a continuous basis to improve the functioning of the organisation. Critical policies have been targeted to address in the short term in each of the action plans adopted to ensure institutional restructuring.

Table 24: Status of policies

ITEM	CURRENT STATUS
Human Resource Policies: Employment Equity Plan Skills Development Plan Recruitment and selection policy Skills retention policy Succession policy	In place
Language Policy	Not in place
Municipal Code of Conduct	In place
Guidelines for community participation	Not in place
Performance Management System	In process
Delegation of Powers	Not in place
Competitive bidding system and procurement procedures	In place
Credit control, debt collecting and financial regulations	In place
Declaration of interest by Councillors and Employees	In place
Sexual Harassment Policy	In place
HIV/AIDS policy	To be developed
Environmental Management Framework	In process
LED and Investment Policy	Not in place

Source: Magareng Local Municipality

5.3.7 Institutional restructuring strategy 7: Performance management

Closely linked with ensuring development takes place within the municipal area, is the introduction of integrated performance management systems across the organisation. This is both a requirement of the Municipal Systems Act and a powerful tool for building a high performing organisation and bridging the gap between planning and implementation. Such a system will need to link strategic objectives with operational, team and individual performance.

The performance management system currently being developed by council will assist with implementing this strategy while appointments of top management will also be based on a performance agreement with Council. Performance appraisal will in future be extended to line function management, supervisors and the rest of the organisation.

5.4 Priority issues and Development Programmes

In order to address the priority issues identified for the municipal area, one needs to adopt a strategy(s) for delivery. These strategies need to be structured in terms of the Vision of the area and have to set forth a series of achievable objectives. Each objective then has a set of alternatives (strategies), supported by outputs and activities to ensure that it is achieved.

A set of development programmes has been adopted as the strategic plan for development of this municipal area. These development programmes are discussed in detail in the next few chapters and the outputs adopted are also elaborated upon. Each development programme is dealt with in the next chapters, chapter 6-18.

Chapter 6 Housing Objectives

6.1 Core Issues

Informal housing: A vast number of informal houses occur in Magareng. The drastic increase in urban population contributes to this problem. People cannot build permanent house because of a lack of properly planned sites with infrastructure.

Too few housing subsidies allocated: The housing backlog requires more subsidies to be allocated in order to eradicate the housing backlog. Housing subsidies are also not provided for differently abled persons. The differently abled people feel that they are discriminated against and are not taken into consideration. The rest of the community thinks that they are incapable to have their own house and running a normal household. This is now giving an indication that the consumer education has to be strengthened and awareness on different housing programme be implemented.

Housing subsidy poor administered: Participant felt that there are too many unfinished and poorly constructed houses, most of the unfinished houses have been built and only few have to be built. Improved administration and training to local builders are required to improve the situation in future.

6.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to increased access to formal housing.

Outcome desired
Increased safety and security
Improved security of tenure
Increased convenience
Access to opportunities
Environmental sustainability
Increase economic development
Secured families

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
H1 To improve access to proper housing	H1.1	Secure more sites and services for housing development	H1.1.1	Properly plan and survey sites
			H1.1.2	Install services to planned sites
	H1.2	Increase number of subsidies allocated	H1.2.1	Housing strategy adopted
			H1.2.2	Housing subsidies co-ordinated
	H1.3	Building of new houses	H1.3.1	New houses built

CHAPTER 7: INFRASTRUCTURE ROADS AND STORMWATER

7.1 Core issues

No proper road signs and markings: Road signs and markings are in a poor condition. In some areas the signs have been vandalised or removed by accidents and have not yet been replaced. The markings on the road surfaces are also in a poor condition. Pedestrian crossings are also poorly indicated which leads to an increase in road accidents.

Lack of proper road infrastructure: Some areas do not have proper road infrastructure and communities are left stranded. Some of the existing road infrastructure is also in a very poor condition which also makes some areas inaccessible for vehicles. Reasons offered is the lack of proper planning and funding to improve road infrastructure. Heavy vehicles also contribute to the poor road conditions.

Low maintenance of infrastructure: The community feels that there is a lack of maintenance of the road infrastructure in the municipal area. This is due to the fact that council doesn't have proper maintenance equipment as well as a lack of trained staff. The lack of funding to maintain some of the road networks was also raised as a concern.

Storm water problems: Storm water problems are experienced in most of the urban areas where no proper storm water systems have been developed. In rainy seasons the roads are inaccessible, leaving many communities stranded. This also increases the rapid deterioration of the road surface as storm water is presently channelled in the road itself, taking away the gravel surface. In areas where storm water systems have been installed, poor maintenance leads to insufficient handling of storm water run-off. The increase in storm water runoff also leads to soil erosion in some areas.

7.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure that all communities are easily accessible and that existing road and storm water infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Effective and efficient road network and storm water facilities

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IR Upgrading and maintenance of road network and storm water	IR1.1	Improve road signs and markings	IR1.1.1	Road signs and markings improved
	IR1.2	Improve pedestrian crossings at river	IR1.2.1	Encourage the upgrading of bridge in town
	IR1.3	Improve storm water	IR1.3.1	Storm water Master plan developed

Objective	Strategies		Outputs	
		drainage	IR1.3.2	Storm water channels installed with upgrading of roads
			IR1.3.3	Address underground water problem in town
	IR1.4	Regular maintenance of road network	IR1.4.1	Road Maintenance Plan developed as part of the Road Infrastructure Master plan
			IR1.4.2	Buy and maintain equipment
			IR1.4.3	Roads and sidewalks maintained
			IR1.4.4	Improved internal capacity
	IR1.5	Build new roads not serviced	IR1.5.1	Road Infrastructure Master plan developed
			IR1.5.2	Upgrading of bus and taxi roads
			IR1.5.3	New road and storm water infrastructure built

CHAPTER 8: HEALTH AND HIV and AIDS

8.1 Core issues

The livelihood analysis indicated that people is starting to acknowledge that HIV and AIDS is a factor to be reckoned with. The lack of information makes it difficult to understand the current health status of the community. In spite of this, the community felt that the health status of residents is poor. The two main issues that the community identified concerning the health situation are HIV and AIDS and its associated issues as well as the lack of access to health facilities for certain selected areas. The following issues have been identified as some of the causes for the two main health priorities:

High HIV and AIDS prevalence and the rapid spreading of the disease: The high levels of HIV and AIDS prevalence is ascribe to the fact that it is spreading rapidly. HIV and AIDS is spread through a *lack of knowledge* about the disease. People *do not test* themselves for HIV and AIDS and is therefore not informed on their HIV status. Voluntary Testing and Counselling Services have been introduced to assist with this problem. Some people *do not recognize the symptoms* of the disease and therefore are not informed about their HIV status. Another reason for people not testing themselves is because they are scared that the community will *reject and discriminate* against them and some counsellors do not respect the confidentiality of information shared. Due to a lack of information and education on HIV and AIDS, people are denying the disease. HIV and AIDS is also spreading fast because people have *unprotected sex*. People do not use condoms and do not stay with one partner. Transsexual work also increase the high prevalence of HIV and AIDS. The disease is also spread because of drug and alcohol abuse. This is mainly ascribed to the fact that limited recreation activities are provided for in the area.

Lack of support for HIV and AIDS patients: Because of the rapidly spreading of HIV and AIDS a lot of people are affected daily with the disease. A major problem is the lack of support and care. Most of the families do not want to take care of the patients. Reasons for this is the fact that some cannot afford looking after these family members while others are not properly trained to care for the patients. Others feel that they are scared that the community would reject them. Despite the fact that there is an increase in HIV and AIDS prevalence, there are only a few home-based care facilities developed in Magareng. These facilities cannot cope with the large demand. There is thus a need for more such facilities that can care for these patients and give family support and training as well as some counselling in this regard. Another problem is HIV and AIDS orphans which do not have close family that can look after them. Counselling services for HIV and AIDS patients are also limited.

Health facilities are overcrowded: Communities expressed their concerns with the fact that health facilities are presently insufficient to cope with the demand. Some of the clinics are understaffed while the operational hours forces people to visit these facilities only during working hours. This is not suitable for all residents especially those who work. The overcrowding at some clinics is also ascribed to the fact that there is an increase in patients. On the other hand there are some residents that abuse the free service rendered by clinics and hospitals, ambulances

Poor treatment of patients: The community raised concern over the poor treatment received from health personnel at some of the clinics and hospital. The number of beds in the hospital can also not cope with the demands. Proper equipment is also not always available to sufficiently treat patients.

8.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to reduce the number of HIV infections and reduce the impact of HIV and AIDS on individuals, families and communities while making health services more accessible and sufficient to all communities.

The following development outcomes are desired:

Outcome desired
A more healthy society
Improved service delivery

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
HHIV1 To improve the health of the community	HHIV1.1	Improve access to health services	HHIV1.1.1	Increase operating Hours at Clinics
			HHIV1.1.2	Ensure enough medicine, beds and equipment available
	HHIV1.2	Improve Hygiene in the community	HHIV1.2.1	Well maintained dumping site
			HHIV1.2.2	Awareness on personal hygiene
			HHIV1.2.3	Care centre for physically challenged, Mentally ill and Orphans
	HHIV1.3	Nutrition levels increased	HHIV1.3.1	Food parcels distributed
			HHIV1.3.2	Food security programmes implemented
			HHIV1.3.3	Awareness Campaigns
HHIV2 To reduce the prevalence of HIV and AIDS	HHIV2.1	Reduce the high rate of substance abuse	HHIV2.1.1	Improve access to recreational facilities
			HHIV2.1.2	Awareness campaigns
			HHIV2.1.3	Reduce Unemployment
	HHIV2.2	Promote responsible sexual behaviour	HHIV2.2.1	Awareness campaigns
			HHIV2.2.2	Reduce Unemployment
HHIV3 To proper care for those infected and affected by HIV and AIDS	HHIV3.1	Proper counselling services	HHIV3.1.1	Develop code of ethics
			HHIV3.1.2	Pre and post Counselling services available
	HHIV3.2	Functional support groups	HHIV3.2.1	Secure funding for support programmes
			HHIV3.2.2	Awareness Campaigns
			HHIV3.2.3	Food parcels distributed
	HHIV3.3	Improve nutrition of people with HIV and AIDS	HHIV3.3.1	Food parcels distributed
			HHIV3.3.2	Food security programmes implemented
	HHIV3.4	Care for HIV and AIDS orphans	HHIV3.4.1	Care centre for Orphans, mentally ill and physically challenged established
			HHIV3.4.2	Increase child support grant for orphans
			HHIV3.4.3	Circle of support (Khomeanani) implemented

CHAPTER 9: INFRASTRUCTURE-WATER PROVISIONING

9.1 Core issues

Lack of household connections: Not all households of Magareng have access to water on site yet. They need to make use of communal taps. Communal taps are not metered and a lot of water is wasted because no one takes responsibility to close the communal taps. The existing bulk capacity also limits the addition of new household connections. Phase 3 upgrading of the purification plant is therefore required before new connections can be installed. The increased influx of people to the town also put more demand on water supply.

Poor water accounting: It is very difficult for council to collect revenue effectively and makes it impossible to apply the Indigenous Policy of free water in those areas where water is not measured. Illegal connections also contribute to the problem of poor accounting. Many of the older pipes in Warrenton are leaking and therefore a lot of water is wasted. Bulk metres and valves are also not available at all strategic points in the network. Some areas the water flow is not sufficient and at certain times of the day there is no water instead its only air that passes through the water meter thus making the accounts of consumers high.

Lack of bulk water supply: Water shortages are experienced in dry seasons. Boreholes supplying rural areas also dry up and water needs to be transported to those communities. This is a result of limited storage capacity.

Poor maintenance of water infrastructure: Internal capacity is limited to properly maintain the water network. The small income of the municipality also hampers effective maintenance.

Wastage of water: Awareness should be increased to conserve water. Wastewater should also be utilized more effectively like watering of vegetable gardens.

9.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure that all communities have access to water. The following development outcomes are desired:

Outcome desired
Improved hygiene and well-being of people

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IW1 Upgrading and maintenance of water infrastructure	IW1.1	Improved planning of water supply networks	IW1.1.1	WSDP developed
			IW1.1.2	Increased staff capacity to properly plan water service network
	IW1.2	Proper maintenance and upgrading of infrastructure and reservoirs	IW1.2.1	Improve internal capacity for maintenance
			IW1.2.2	Address non-payment of services and bypass to secure funding for maintenance
			IW1.2.3	Replacement of old network
			IW1.2.4	Limit wastage of water

Objective	Strategies		Outputs	
IW2 Improve bulk water network			IW1.2.5	Installation and maintenance of fire hydrants
			IW1.2.6	Rehabilitation of existing concrete reservoir in Warrenvale
	IW2.1	Improve capacity of water purification plant	IW2.1.1	Implementation of Phase II of upgrading of purification plant
	IW2.2	Increase storage capacity	IW2.2.1	Building of additional reservoir
	IW2.3	Secure water supply to farm areas	IW2.3.1	New pump for Moleko's farm
			IW2.3.2	Additional storage tanks
IW3 increase water distribution to households	IW3.1	Installation of individual water connections	IW3.1.1	Water connections installed

CHAPTER 10: LOCAL ECONOMIC DEVELOPMENT, FOOD SECURITY AND POVERTY ALLEVIATION

10.1 Core issues

The livelihood analysis identified some critical issues in terms of the economy that need to be addressed in the short term. This analysis was followed by an in-depth analysis into the causes of some of these issues. According to the findings, the following critical issues with related causes were identified:

High unemployment rate: A great percentage of the residents of Magareng do not earn a proper income. This can be ascribed to the fact that there is a lack of job opportunities within the municipal area. Participants felt that there are also a high number of job seekers living in the area as more people tend to come and live in Magareng from the farms and surrounding areas while high population growth rates also contribute to this factor. The high number of retrenchments from farms and the mines also contributes to the ever-increasing demand for jobs.

Lack of investment: The small economy does not justify businesses or industries to invest in Magareng. However, participants felt that Magareng Municipality does not have a marketing plan to emphasize the potential of the area and this also contributes to the lack of investment. There are also no incentives for industries to encourage investment in the area.

Lack of entrepreneurship: In spite of the limited job opportunities that are available and the high unemployment rate there is also a lack of entrepreneurship. People do not see opportunities to employ themselves and may be a friend or two. A reason cited is the lack of business support, limited access to start-up capital and the lack of information about possible ventures. Some do not know how to begin or operate a business. Another reason is the dependency syndrome created through past policies. People therefore do not take initiative to start something or do anything; they live with an attitude of government should meet their needs.

Lack of business support: SMMEs experience a great difficulty to have access to start-up capital or loans at banks. There is also limited access to business support services. A lack of access to procurement opportunities for emerging entrepreneurs also hampers the development of this sector. People do not have exposure to the greater scope of the corporate world or technology and therefore the lack of creativity and diversity. Low levels of education and a lack of training also contribute to the current economical situation and lack of entrepreneurship. A lot of SMMEs and entrepreneurs fail due to a lack of proper business and financial management.

Lack of proper business centres: Most of the businesses are located in Warrenton. This increases the necessity of people to cross the N12 route from Ikhuseng or Warrenton. Participants felt that a lot of business opportunity is also missed by not capitalizing on the N12 route passing through the area. It was therefore proposed that a business centre should be developed on the eastern side of the N12 which can focus on through traffic and tourists visiting the area. Many of the tourism attractions in the area can be upgraded and a tourist information centre at this new centre can promote tourism activities in the area.

Lack of food security: Participants at the workshop felt that people are living in dire poverty. Some need to do crime to ensure a living. The lack of food security in the area is a problem. The reasons offered were centred around the small erf sizes which hampers people to have a proper vegetable garden, the lack of equipment and seed to produce their own vegetables as well as the lack of skills and know-how. There is also only a few emerging farmers established in the area while some felt that the soil quality is poor in the area to encourage and support food production.

10.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to ensure that we will have diversified and improved economic growth, increased income and job opportunities and improved the livelihoods of the poor. The following outcomes are desired:

Outcome desired
Sustainable livelihoods
Dynamic economic growth

In order to achieve the desired outcomes, the following development objectives, strategies and outputs have been adopted:

Objective	Strategies		Outputs	
LED1 To reduce unemployment	LED1.1	Draw investment to the area	LED1.1.1	Proper infrastructure available to investors
			LED1.1.2	Incentive scheme operational
			LED1.1.3	Regeneration study implemented
			LED1.1.4	Marketing strategy implemented
	LED1.2	Develop SMME's	LED1.2.1	Reskilling of workforce
			LED1.2.2	SMME products properly marketed
			LED1.2.3	Business support implemented
			LED1.2.4	Local procurement policy implemented
			LED1.3.2	Emerging farmers established
			LED1.3.3	Small miners established
	LED1.4	Proper business centre established	LED1.4.1	N12 shopping plaza established
			LED1.4.2	Hospitality industry strengthened
			LED1.4.3	Local buying awareness programmes implemented
LED2 Food security and reduction in poverty levels	LED2.1	Food security	LED2.1.1	Food gardens established
			LED2.1.2	Emerging farmers supported
			LED2.1.3	Women and youth involved in agriculture
			LED2.1.4	Productive land secured
	LED2.2	Reduce poverty	LED2.2.1	Job opportunities increased
			LED2.2.2	Literacy and numeracy levels improved
			LED2.2.3	Improved access to basic infrastructure
			LED2.2.4	Improved access to information

CHAPTER 11: INFRASTRUCTURE DEVELOPMENT -SANITATION

11.1 Core issues

Access to sanitation: Some households do not have access to proper sanitation system. These areas are mainly those that have not yet been formalised or which cannot be connected due to the capacity problems existing with the current sewer treatment plant. The rural areas also do not all have VIPs yet. Currently we do not have buckets in our area.

Sewer treatment plant needs to be relocated: The treatment plant is currently located close to the N12 business node and residential area and communities are complaining about the negative impact it has on these areas. It is therefore proposed that the treatment plant should be relocated to a more appropriate location to enable new development to take place.

Low maintenance of infrastructure: While busy with the IDP ward road shows majority of the participants felt that there is a lack of maintenance of infrastructure in the municipal area. This is due to the fact that council doesn't have, enough budget, proper maintenance equipment as well as a lack of committed staff.

11.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to improve access to proper sanitation and to ensure that the existing infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Improved living conditions of all communities
Relocate the current sewer plant to another area as well as increasing its capacity
Maintain the infrastructure

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IS1 To ensure access to sanitation	IS1.1	Increase current network capacity	IS1.1.1	Relocate sewage treatment plant
			IS1.1.2	Expand reticulation infrastructure to areas not yet serviced
			IS1.1.3	2 nd sewage truck bought
	IS1.2	Connect UDS to the main sewer network	IS1.2.1	Properly plan and survey sites in town
			IS1.2.2	Install waterborne sanitation system to newly planned areas
			IS1.2.3	Assist farmers to provide improved sanitation system to farm workers

Objective	Strategies		Outputs	
	IS1.3	Proper maintenance of sanitation network	IS1.3.1	Maintenance of sanitation network
IS2 To reduce existing groundwater contamination	IS2.1	Eliminate French drains currently in place	IS2.1.1	Install sewerage network in the long term

CHAPTER 12: INFRASTRUCTURE DEVELOPMENT -ELECTRICITY

12.1 Core issues

Bulk supply insufficient: Communities residing in Ikhutseng are complaining about the number of power failures experienced, in particular in winter time in the area. They are of the opinion that the bulk supply and high and medium voltage distribution network is insufficient to cope with the demand.

Poor electricity distribution: Not all households have got access to electricity. The reasons offered are the limited capacity of the municipality to plan properly for future demands and as such the present distribution networks are insufficient to cope with the demands. Another reason is the fact that two service agents are supplying electricity in the area and some areas are still informal settlements and will have to be formalised and then services can be installed. Eskom is supplying electricity to Ikhutseng and the rural areas whereas the municipality is supplying electricity to Warrenton, Warrenvale and Moleko's farm. Disabled participants felt that the supply of electricity do not cater for their special demands.

Low maintenance of infrastructure: The majority of the workshops participants felt that there is a lack of maintenance of infrastructure in the municipal area; the town electrical infrastructure is in a very bad condition which poses a danger to the community and to the municipality itself. This is due to the fact that council doesn't have electrician, proper maintenance equipment as well as a lack of staff.

Lack of streetlights and proper maintenance of it: Participants felt that streetlights are important to improve safety and security in the area. However, not all areas have got access to streetlights. They also felt that the high mast lights were too costly to maintain as special equipment is required. The municipality does not have this equipment and therefore some of these lights are not regularly maintained. Streetlights on the other hand get more easily vandalized.

1.2.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal of this development programme is to ensure electricity will be accessible to the majority while existing infrastructure will be well maintained. The following development outcomes are desired:

Outcome desired
Effective and efficient energy source available to all
Community safety be prioritised

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IE1 Improve access to electricity	IE1.1	Upgrade bulk supply of electricity	IE1.1.1	New 11 kw substation for Warrenton
	IE1.2	Expand municipal distribution network	IE1.1.2	Master plan for electricity
			IE1.1.3	Expand network to Warrenvale (558)
			IE1.1.4	Expand network to Majeng (800)
			IE1.1.5	Solar power for Windsorton Station (15)
			IE1.1.6	Expand network to New CBD
			IE1.1.7	Improve internal capacity
	IE1.2	Upgrade existing electrical network of municipality	IE1.2.1	Phase 3 upgrading of Warrenton network
	IE1.3	Encourage ESKOM to expand existing distribution network	IE1.3.1	Expand network in Ikhutseng
			IE1.5.2	Warrenvale area lighting
			IE1.5.3	Moleko's farm area lighting
			IE1.5.4	Majeng area lighting
			IE1.5.5	Windsorton Station area lighting
			IE1.5.6	Ikhutseng Street lighting
	IE1.5	Regular maintenance of electrical network	IE1.6.1	Regular maintenance of electrical network and street/area lights

CHAPTER 13: SAFE AND SECURE ENVIRONMENT

13.1 Core issues

High crime levels: Magareng currently experiences high level of criminal activities. One of the reasons for this is because of the high unemployment rate. People tend to criminal activities to enable them to survive. The lack of streetlights or area lighting as well as the absence of the police force in some areas contributes to an increase in crime level. The lack of recreational facilities encourages the youth to join gangs which are involved in criminal activities.

High number of accidents on N12 road: Many road accidents involving pedestrians occur on the N12 road. Some of the reasons are the lack of proper pedestrian crossings, the lack of area lighting and the high speeds of vehicles passing through the area.

The lack of emergency services to address potential disasters: Magareng has no fire brigade or ambulance service based locally. There is thus a problem to respond timeously to emergencies. The area is mostly subjected to flooding and veld and home fires. A proper disaster management plan is thus necessary to ensure that contingency plans are in place.

13.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is that the majority of residents will be living in a safe and secure environment.
The following development outcomes have been formulated:

Outcome desired
Create a safe and secure environment

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
ENV1 To reduce crime and unsafe conditions in the area	ENV1.1	Reduction in crime	ENV1.1.1	Crime hot spots identified
			ENV1.1.2	Community involvement increased in crime prevention
			ENV1.1.3	SAPS sufficiently resourced
			ENV1.1.4	Unemployment reduced
			ENV1.1.5	Sport and recreational activities increased
	ENV1.2	Reduce number of accidents on N12 road	ENV1.2.1	Road crossings properly identified
			ENV1.2.2	Awareness campaigns conducted
			ENV1.2.3	Businesses developed along N12
			ENV1.2.4	Speed control implemented on N12 road
	ENV1.3	Reduce natural disasters	ENV1.3.1	Stormwater management implemented
			ENV1.3.2	Disaster Management Plan Implemented

Objective	Strategies		Outputs	
			ENV1.3.3	Fire brigade locally available
			ENV1.3.4	Fire hydrants maintained
	ENV1.4	Law enforcement implemented	ENV1.4.1	Vehicle registration and road worthiness implemented
			ENV1.4.2	Employ more traffic officers and traffic learnerships
			ENV1.4.3	Traffic control implemented

CHAPTER 14 INFRASTRUCTURE- WASTE MANAGEMENT

14.1 Core issues

Illegal dumping: Many people dump waste illegally on open areas. The reasons offered is the lack of waste bins and the irregular service currently received from the municipality. Building material, in particular, gets dumped everywhere as people are not having access to transport to remove these materials.

Waste collection not done regularly: The municipality has only one heavy vehicle that needs to service the urban node. Sometimes the vehicle is broken and then waste is not collected.

Poor management of dumping sites: The municipality does not have sufficient equipment to properly maintain the dumping sites in the area. This lead to pollution as waste gets blown away from the dumping area.

No recycling: There are presently no recycling initiatives in place. This can create some job opportunities for people taking initiative. However, recycling depots or buy-back centres are not based locally and this hampers initiative. Currently there is only one businessman that will buy waste.

14.2 Development Outcomes, Objectives, Strategies and Outputs

This development programme aim to achieve a clean and healthy environment. The following development outcomes have been formulated:

Outcome desired
Clean and healthy environment

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
IWM1 Proper waste management	IWM1.1	Reduce illegal dumping	IWM1.1.1	Provide bulk containers at strategic locations and plastic bags to residents
			IWM1.1.2	Raise awareness
			IWM1.1.3	Implement by-laws
	IWM1.2	Expand and improve waste removal service	IWM1.2.1	Improve internal capacity and equipment
			IWM1.2.2	Expand waste collection service to new areas
	IWM1.3	Improve management of dumping sites	IWM1.3.1	Review and implement waste management plan
			IWM1.3.2	Upgrade equipment
			IWM1.3.3	Well maintained dumping site

Objective	Strategies		Outputs	
	IWM1.4	Introduce recycling of waste	IWM1.4.1	Awareness campaigns implemented on recycling of waste
			IWM1.4.2	Buy-back centres established like food for waste
			IWM1.4.3	Develop policy on recycling

CHAPTER 15: PARKS, SPORTS AND RECREATIONAL FACILITIES

15.1 Core issues

Existing facilities not properly maintained: The lack of management and human resources at the sport and recreation facilities throughout Magareng makes it very difficult to maintain these facilities.

Lack of a diversity of sport codes: Residents of Magareng especially those from disadvantage areas are complaining that there is a lack of sport and recreation facilities in their area. Because of this, it is difficult to introduce new sport codes to the community. A lack of management concerning the development of sport and recreation is at the order of the day and people are not motivated to introduce new sporting codes to the communities.

Poorly developed public open spaces: Public open spaces in general are not developed within Magareng because of a lack of funds. Open areas have been left undeveloped and some have been occupied by informal settlement.

Lack of entertainment facilities: Because of a lack of funding limited entertainment facilities have been established in Magareng. People are very interested to visit entertainment facilities but they can't afford it. The most general place that residents visit on a regular basis due to a lack of alternative facilities is taverns in their neighbourhood.

Poorly developed and maintained cemeteries There is poor control over the burial of the dead and people are digging graves just where they want to. The problem will be dealt with once the new graveyard get operating.

15.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to have improved access to sport and recreation facilities and well maintained parks and cemeteries. The following development outcomes have been formulated:

Outcome desired
Improve the quality of life
Create a healthy society
Enhance the cultural values within communities
Unified community

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
SR1 Improve condition	SR1.1	Acquire ownership of these	SR1.1.1	Feasibility study

Objective	Strategies		Outputs			
of parks and sport and recreational facilities		facilities	SR1.1.2	Secure investor/partner		
			SR1.1.3	Marketing facilities		
			SR1.2	Proper maintenance of sports facilities	SR1.2.1	Conduct courses in marketing & sports management
					SR1.2.2	Proper equipment
			SR1.3	Cater for different sporting codes	SR1.3.1	Apply For funding
					SR1.3.2	Develop multi-purpose facilities
					SR1.3.3	Sport council functional
					SR1.3.4	Promote women& disabled sport
SR2 To ensure sufficient capacity of cemeteries and proper maintenance			SR2.1	Maintenance and management of cemeteries	SR2.2.1	Increase institutional capacity
					SR2.2.2	Compile cemetery register

CHAPTER 16: PUBLIC TRANSPORT

16.1 Core issues

Poor road conditions: Most of the roads in Magareng are in a poor condition due to a lack of proper maintenance. Overloading of heavy vehicles also contributes to the deterioration of the road network.

Lack of rural transport: A major problem that occurs in Magareng is the lack of transport in the rural areas. The majority of taxis don't operate in rural areas because of bad roads conditions and people stay far from main roads. Not all farmers are willing to provide transport on a regular basis for the farm workers because it is taking a lot of time and is very expensive.

Transport not suitable for those who are physical challenged: There are a great number of people who are differently abled that is dependant on public transport. Only a few buses and taxis have made changes to accommodate people with disabilities, as these amendments are very expensive. There is therefore a need to receive subsidies by government to make the necessary changes.

Lack of proper shelters and taxi ranks: Not all pick-up and drop-off areas have proper developed shelters. There is also a need for a taxi rank that can accommodate both short and long distance taxi's.

16.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal with this development programme is to have improved accessibility and transport to rural communities and the disabled. The following development outcomes have been formulated:

Outcome desired
Improved accessibility
Regulated transport

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
PT1 Improved access to public transport	PT1.1	Improve transport to rural areas	PT1.1.1	Consult with taxi associations
			PT1.1.2	Upgrade and maintain road infrastructure
			PT1.1.3	Ensure proper regulation of taxi industry
			PT1.1.4	Improve road worthiness of taxis
	PT1.2	Develop proper taxi ranks and shelters	PT1.2.1	Consult with taxi associations to apply for establishment of taxi rank
			PT1.2.2	Feasibility study implemented

Objective	Strategies		Outputs	
	PT1.3	Ensure accessibility for disabled	PT1.3.1	Negotiate with taxi association

CHAPTER 17: ONE STOP CENTRE FOR GOVERNMENT SERVICES

17.1 Core Issues

Lack of government departments locally: there is lack of the different government departments for the people to go to like the home affairs for birth, death and marriage registrations as well as other departments. Most of our people are unemployed and they do not have money to travel outside Magareng to access this services

17.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to get one stop centre for government services.

Outcome desired
Improved service delivery
Increased convenience
Access to government departments

CHAPTER 18: SOCIAL DEVELOPMENT

18.1 Core issues

Orphans and street children not care for: There are a lot of street children wondering around in urban areas. Currently there is limited shelter for these children with the necessary support and education facilities. Reasons offered for the increase in homeless children is the poor financial position of families and an increase in child abuse and neglected children. The latter is also contributed to the fact that some parents are working elsewhere and children needs to stay alone while some parents abuse drugs and alcohol. The increase in orphans due to an increase in accidents and HIV/AIDS also creates social problems as family members cannot always take care of these children.

Lack of proper care for the elderly: The aged are complaining that pension is not sufficient to cover all their expenses. They are also lacking entertainment and support from the community. Some are also not having proper food, medicine and daily exercise which impacts negatively on their health. Some of them are also abused by the youth, particularly on pension day when they get robbed from their pension money. They also feel that they can make a contribution to society but that their skills are not used effectively.

Social problems: A high percentage of social problems are experienced within Magareng. Problems like drug and alcohol abuse, family abuse and teenage pregnancies occur. Reasons for these problems are due to the high level of unemployment as well as the lack of sport and recreation facilities. There is no child protection unit that can deal effectively with child abuse cases. Stress was also identified as one of the main reasons for an increase in social misbehaviour. Participants felt that family members are more stressed due to the harsh financial situation.

18.2 Development Outcomes, Objectives, Strategies and Outputs

The overall goal is to ensure that the majority of residents will be living in a safe, healthy and secure environment with strong social support networks.

The following development outcomes are desired:

Outcome desired
Increased participation of vulnerable groups

The following development objectives, strategies and outputs have been formulated:

Objective	Strategies		Outputs	
SD1 Proper care for homeless children	SD1.1	Prevent children from running away from home	SD1.1.1	Awareness campaigns on substance abuse and abuse of children
			SD1.1.2	Follow-up workshops with parents and children
			SD1.1.3	Information sessions on family planning

Objective	Strategies		Outputs	
	SD1.2	Proper care for orphans	SD1.1.4	Parent training courses
			SD1.1.5	Youth delinquency
			SD1.2.1	Plan for care centre for orphans to be established
			SD1.2.2	Set up support groups for orphans
SD 2 Proper care for differently abled	SD2.1	Improve accessibility to facilities	SD2.1.1	Improve access to municipal facilities
			SD2.1.2	Implement by-laws
			SD2.1.3	Secure Special low cost Housing Subsidies
	SD2.2	Ensure access to sufficient equipment for disabled	SD2.2.1	Wheel chairs and other resources accessible to disabled
			SD2.2.2	Special transport available to disabled
	SD2.3	Integrate differently abled into society	SD2.3.1	Awareness campaigns introduced
			SD2.3.2	Special training programmes and workshops locally hosted
			SD2.3.3	Support group established
SD2.4	Improve access to social grants to differently abled	SD2.4.1	Encouraged compilation of register of differently abled	
		SD2.4.2	Encourage the improved access to social grants	
SD 3 Reduce juvenal delinquency	SD3.1	Provide sport and recreation activities	SD3.1.1	Different sporting codes
			SD3.1.2	Entertainment for youth
	SD3.2	Improve self image of the youth	SD3.2.1	Motivational talks hosted
			SD3.2.2	Professional sport development programme implemented
	SD3.3	Improve parenting skills	SD3.3.1	Training programmes for parents encouraged
			SD3.3.2	Support group for parents encouraged
			SD3.3.3	Awareness campaigned launched on importance of family planning
			SD3.3.4	Awareness of access to child maintenance improved
SD4 Reduce drug, child and women abuse	SD4.1	Awareness increased	SD4.1.1	Encourage awareness programmes on drug, women and child abuse and human rights
	SD4.2	Improved law enforcement and support	SD4.2.1	Encourage strict law enforcement
			SD4.2.2	Improved support services by SAPS, DoH, DoSD and justice
SD5 Proper care for the elderly	SD5.1	Increase entertainment for the elderly	SD5.1.1	Entertainment programmes implemented
			SD5.1.2	Support groups established
			SD5.1.3	Access to transport increased
	SD5.2	Increase access to food, medicine and exercise	SD5.2.1	Safe-guarding pensions of the elderly
			SD5.2.2	Home based care programme implemented for the elderly
			SD5.2.3	Feeding scheme implemented for elderly
SD5.2.4			Promote primary health care services available to elderly	

Chapter 19 Project Log Frames

Key Performance area	ROADS AND STORM WATER								
Overall Goal	Improve access roads and storm water facilities								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2012/2013		
	RS/01	To construct internal roads with interlock surface roads	Upgrading of 5.211 km	Upgrading of internal roads	Ikhutseng	12 500,000		12 500 000	MIG

Key Performance area	SANITATION								
Overall Goal	Improve access to proper sanitation and ensure maintenance of existing infrastructure								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To eradicate pit toilets	s/01	Provision of sewer reticulation network Warrenvale	558 sites	Sanitation provisioning	Warrenvale 558 sites		5 500 000	5 500 000	FBDM
	s/02	Provision of sewer reticulation network in Ikhutseng	1298 sites	Sanitation provisioning	Ikhutseng 1298 sites			11 500 000	MIG
	S/03	Upgrading waste water treatment works	1	Construction of waste water treatment works	Warrenton			1,000,000	FBDM
	S/04	Feasibility study	1	Sanitation master plan	Warrenton			1000,000	FBDM/MIG/DWA
	S/05	Supply and delivery of sewer tanker	1	Purchasing of sewer tanker	Warrenton			1 500 000	FBDM/MIG
	S/06	RELOCATION of Existing sewer plant	1	Upgrading of sewer plant	Warrenton			75 000,000	MIG/FBDM/DWA and other agencies

Key Performance area	WATER PROVISION -URBAN									
Overall Goal	Sustainable water provision and improved hygiene									
						Financial Area			Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014	2014/2015		
	W/01	Feasibility study	1	Feasibility study	Warrenton				800,000	FBDM/MIS G
	W/02	Extension of water purification works	1	Upgrading of water works plant	Warrenton				18 000 000	DWA/FBDM
	W/03	Storage water	1	Construction of new water storage	Warrenton				7 000 000	DWA
O&m	W/05	Water network phase 3	1	Upgrading of water network phase 3	Warrenton				4,000,000	FBDM
FBDM	W/06	Provisioning of water reticulation for 558 sites in W/vale	558 units	W/Vale Water reticulation	Warrenvale				2 500 000	FBDM
	W/07	Provisioning of water reticulation for 1298 sites in Ikhutseng	1298	Ikhutseng Water reticulation	New area Ikhutseng ward 1				8 500 000	MIG

Key Performance area	ELECTRICITY PROVISION									
Overall Goal	To enhance the provision and maintenance of infrastructure									
						Financial Area			Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2012/2013	2013/2014		
Upgrading of electrical network	Elec/01	To have network upgraded		Upgrading of electrical network	Magareng				35 000,000	FBDM
Electrification of newly developed sites	Elec/02	To have newly developed sites electrified		Electrification of sites 558 sites	Warrenvale				7 000,000	M&E
Area Lighting	Elec/03	Ikhutseng area lighting		Highmast light for newly developed sites	Ikhutseng				3 000,000	FBDM
Area lighting	Elec/04	Warrenvale street lighting		Street lighting	Warrenvale				2 000 000	MIG/FBDM
Area Lighting	Elec/05	Moleko's Farm area lighting		Highmast light for Moleko's farm	Moleko' Farm				800 000	FBDM/D RDLR
Area Lighting	Elec/06	Majeng area lighting		Highmast light for Majeng	Majeng				2,000,000	FBDM
Installation of solar gysers	Elec/07			Ikhutseng solar gyser					5 000 000	CoGTA
Upgrading of the transformer	Elec/08	Upgrading of transformer		Moleko's farm	Moleko's farm					
Maintenance of electrical network	Elec/09	Maintenance of network		Warrenton	Warrenton	350 000			1 350 000	FBDM

Key Performance area	SMME PROMOTION								
Overall Goal	To develop a service desk for SMME support, provide business facilities and assist in the marketing of products								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To market and showcase the products and services produced by local SMME's at exhibitions	LED 6.3	Marketing of SMME products and services	2 events to market SMME products and services per year	To book stalls at exhibitions and jointly showcase SMME products and services	Regional and National			10 000	FBDM

Key Performance area	TOURISM DEVELOPMENT								
Overall Goal	To develop a service desk for SMME support, provide business facilities and assist in the marketing of products and service								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To train tour guides	LED 6.5	Training provided to tour guides	2 tour guides trained	Training of 2 local tour guides	Magareng				
Upgrading of Transka Resort	LED 6.6	Transka Resort upgraded	Building and routes of the Resort upgraded	Transka resort upgrading	Magareng Ward 4			1,500,000	COGHSTA/DSA C
Rehabilitation of heritage sites	LED 6.7	Blockhouses, battlefields and heritage sites upgraded	3 blockhouses 1 battlefield Rehabilitated	Rehabilitation of heritage sites for tourism purposes	Magareng Ward 5			100,000	
Training of tour operators / hospitality industry	LED 6.8	Local tour operators trained	2 local tour operators trained in etiquette, protocol	Training of tour operators	Magareng			100,000	FBDM
	LED 6.9	Tourism Association			Magareng	10 000		10 000	Magareng

Key Performance area	JOB CREATION - REVIVAL OF PROJECTS								
Overall Goal	To revive previously-funded projects and make them viable and competitive in order to create quality jobs								
						Financial Area		Amount	Funding Agent
	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To obtain counter funding to conduct research and complete peanut oil project/Call centre	LED6.10	Fully operational and viable peanut oil and call centre project	Operational peanut oil project with at least 15 jobs created and 50 at the Cal centre	Job creation - peanut oil and call centre project	Magareng		1 900 000		CoGHSTA
Job creation project	LED 6.11	Car wash	Operational car wash project with at least 5 jobs created	Car wash	Magareng	200 000			Magareng
To obtain funding to repair dough-mixing machine at Kopano Bakery	LED 6.12	Fully operational bakery project	Operational bakery project with at least 12 people employed	Job retention - kopano bakery	Magareng Ikhutseng				FBDM
	LED 6.13	Business plan developed	1 business plan developed	Catfish business plan	Magareng	60 000		60 000	Magareng

Key Performance area	JOB CREATION - WORKING WITH WASTE								
Overall Goal	To reduce and re-use waste and generate alternative energy gas								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To establish a buy-back and recycling project for waste reduction and job creation	LED 6.12	A buy-back and recycling centre established	Buy-back and recycling centre established and operational with at least 5 people employed	Waste reduction and recycling	Magareng Ward 5			2 000 000	FBDM,DEANC
To clean the area and create jobs	LED 6.13	Food 4 waste implemented	100 jobs created	Food 4 waste	Magareng	300 000	700 000	3 367 848.00	EPWP/Magareng
Food Security & Job Creation	LED 6.14	Job creation through food security	Establishment of a fruit tree & herbs orchard at the Warrenton Hospital, Establishment of a small scale farming cooperatives	Agisanang Cash Crop Cooperatives	Warrenton Warrenton				DWA/DPW/EPWP DRDLR
Water preservation & job creation	LED 6.15	Creating jobs through de-bushing	Cutting & recycling of alien trees on the N12 and replacing them with indigenous trees.	Warrenton De - Bushing Project	Warrenton		500 000		DWA/DPW/DRDLR

Key Performance area	SPORTS AND RECREATIONAL FACILITIES								
Overall Goal	To Establish Parks and Refurbish Sporting Facilities								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
City and townships revitalization	SR 01	Establishment and rehabilitation of parks in Warrenton.	Development of parks in townships and rehabilitation of city parks	Operation Tlhabologo	Warrenton, Ikhutseng & Warrenvale			400 000	DWA, DET, DPW
Carbon Offsetting		Planting of Carbon Offset Trees in schools, hospital, the N12 and clinics.	Planting of 10 000 trees in Warrenton.	Clean air program	Warrenton			300 000	DWA, DET, DE

Key Performance area	PROMOTION OF SAFE AND SECURE ENVIRONMENT								
Overall Goal	To reduce crime and unsafe conditions in the area								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
Reduction of crime	S&S9.1	Crime prevention programs	To reach youth and adults in Magareng	Awareness Programme	Magareng			10,000	FBDM/DSL
Reduce number of accidents in our area	S&S9.2	(1) More visible road signs. (2) Accidents prevention programs	(1) All Streets (2) Pre-school, Primary and Secondary	Installation of road signs. Awareness campaign launched	Magareng Schools / Magareng			50,000	FBDM/DSL
To ensure a health and safety environment, as well as environmentally aware community	S&S9.3	Educational awareness	To reach the community of Magareng	Environmental awareness	Magareng			10,000	FBDM/DSL/DPW/EPWP

Key Performance area	Youth development
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Overall Goal	Developing youth database to empower and support them with knowledge								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2012/2014		
Linking careers to opportunities	YD/08	Youth database	1 comprehensive youth database	Database development	Warrenton			50 000	NYS/EPWP
Promotion of arts and culture	YD/09	Hosting of youth festival	Festival	Magareng arts festival	Warrenton	150 000		150, 000	Magareng
	YD/10	Youth camp	1 Youth camp	Hosting of youth camp	Warrenton			30 000	EPWP

Key Performance	Service Delivery
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area									
Overall Goal	To provide communities with required services when needed								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
Provide good service delivery to Magareng communities	SD/01	1700 water meters	Purchasing of water & electricity meters	Installation of water & electricity meters	Ikhtseng & Warrenvale	700 000	300 000	1000 000	FBDM
	SD/02	Provision of service delivery vehicles	4 Vehicles	Purchasing of vehicles	Magareng			1000 000	FBDM
	SD/03	1 hammering machine	To purchase hammering machine	Purchasing of hammering machine	Magareng			150 000	FBDM
	SD/04	1 tipper truck	Purchase tipper truck	Purchasing of tipper truck 6 cubic meter	Magareng			900 000	FBDM
	SD/05	1 landfill Compactor	Purchase landfill compactor	Purchasing of landfill compactor	Magareng			700 000	FBDM
	SD/06	10 Extra offices	To construct extra 10 offices to accommodate new staff	Construction of new offices	Magareng			2 000 000	FBDM/OTHER

Key Performance area	Operation and Maintenance								
Overall Goal	To maintain municipal infrastructure and assets								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To maintain and operate municipal assets	O&M/01	General Roads and Stormwater	Maintain roads and stormwater facilities	Maintenance of roads and storm water	Magareng	1 500 000	1000 000	3000 000	FBDM
	O&M/02	Waste water treatment plant		General maintenance of WWTP	Magareng			2000 000	FBDM/OTHER
	O&M/03	Electrical network		General maintenance of electrical network	Magareng	350 000	500 000	2 000 000	FBDM
	O&M/04	Water and sewer network		General maintenance of water and sewer network	Magareng	750 000			FBDM
	O&M/05	Renovation of Traffic/Ikhutse ng Offices and Municipal workshop	Renovate traffic and municipal workshop	Renovation of traffic offices and municipal workshop	Magareng				FBDM/OTHER
	O&M/06	Renovation of vehicle testing facility	Renovate vehicle testing facility	Renovation of vehicle testing facility	Magareng			1000 000	FBDM/OTHER

MAJENG DEVELOPMENTAL PROJECTS

Key Performance area	Integrated Development for Majeng Area								
Overall Goal	To establish township settlement for Majeng area								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To provide decent livelihood for the community	GT/01	To have geo tech studies for suitable human settlement	Geo tech report conducted	Geo tech study report	Majeng				OTP/DPW/DOH /DLLR
Township establishment	LS/01	Land surveying	Land surveyed	Surveying of land	Majeng			1000 000	DRLR
	BS/01	Bulk services	Installation of bulk services and onsite	Infrastructure development	Majeng			40 0000 000	DRLR
	BHD/01	Bore hole Drilling and testing of water	3 Bore holes drilled and water tested	Drilling of bore holes	Majeng			3 000 000	DRLR
	TP/01	Township establishment	A layout plan drawn and registered	Township establishment	Majeng			3 000 000	DRLR
	HP/01	Housing development	Application to be registerd with Cogta	Housing provision	Majeng			84 000 000	CoGTA

Key Performance area	Development of the Magareng Multipurpose Centre
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Overall Goal		Develop youth & Women in the Arts, Craft Sector							
						Financial Area		Amount	Funding
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
Business Skill development		Implementation of a NVC Learner-ship and Arts Administration	80 participants to be enrolled	Entrepreneurial skills development program in the Arts & Craft Sector	Warrenton			1000 000	DTI, DET BASA
Specialized Skills Development		Training of women & youth in Multimedia	20 participants to be trained in graphics design, photography, web designing, Filming and the implementation of a community newspaper	Media development program	Warrenton			1 350 000	MDDA, DC, NVF
Specialized Skills Development		Training of women & youth in Visual Arts	20 participants to be trained in painting, sculptor, ceramics and printmaking	Performing Arts development program	Warrenton			1 250 000	DSAC, M.M,
Infrastructure Development		Completion of the Dooringhof Hostel into the proposed Magareng multipurpose centre	Budget allocation and commitment from the LED Unit; Employment of women & youth	Multipurpose centre Construction				3 500 000	DPW, M.M, DBSA
Specialized Skills Development		Training of women & youth in Performing Arts	20 participants to be trained in theatre, music, dance	Performing arts development program	Warrenton			1000 000	DASC, ACT, M.M
Heritage Development		Preservation of local history	Development of Heritage Centre, Training of 20 youth as researchers					950 000	NHC, DSAC, NYDA,

Key Performance area	Housing provision
Overall Goal	To provide the homeless households with RDP houses

						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To provide houses for Ikhutseng (Infill)	IH/ 01	200 low cost houses by end of 2012	200 houses per year built for infill area	Provision of housing (Infill area)	Ikhutseng		1 092,000		Dept COGHSTA
	IH/02	800 low cost houses by end of 2014	200-300 houses per year	Provision of houses	Newly developed sites ikhutseng		30,000,000	60,000,000	Dept COGHSTA
	IH/03	550 housing units	100 per year	Housing development	Warrenvale		546,000.		Dept COGHSTA
	IH/04	50 rental housing units		Rental housing	Warrenton			2000,000	

Key Performance area	Educational Facilities
Overall Goal	A 2 nd High school to curb overcrowding and accommodating career learning paths

						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2013/2014			
Building of a 2 nd high school in Ikhutseng	HSC/01	1 high school	To facilitate construction of a 2 nd high school	School construction	Ikhutseng	35 000 000			DoE/DPW R
	PSC/02	Primary School in Ikhutseng	To facilitate construction of extra primary school	Primary school	Ikhutseng	35 000 000			DoE/DPW R

Key Performance area	Health Facilities								
Overall Goal	To provide efficient health services and reduce long waiting time to patients								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
To provide a decent primary health care to our communities and raise the morale of the staff	HS/01 13.1	To have refurbish the hospital and resource it to be fully functional	Lobby the department of health to resuscitate the condition of Warrenton hospital	Refurbishment of Warrenton hospital	Magareng		5 000 000		OTP/DPW/DO H

Key Performance area	ONE (1) STOP GOVERNMENT SERVICES CENTRE								
Overall Goal	TO PROVIDE FOR GOVERNMENT SERVICES BY HAVING A 1 STOP SERVICE WITH ALL SECTOR DEPARTMENTS								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
Bring services closer to the people	GSC 13.1	To have integrated services	Lobby with sector departments to open satellite offices for services in the area	1 stop service centre	Magareng				Premier's office

Key Performance area	FARMER SUPPORT								
Overall Goal	To provide support to the current farming projects								
						Financial Area		Amount	Funding Agent
Development Goal	Project No.	Key Performance Indicator	Performance Target	Project Description	Location	2012/2013	2013/2014		
Farmer support to various farms	FS 01	Provide support to local farmers		Magareng revitalization	Warrenton	3000 000		3000 000	DRDLR
Farmer support	FS 02	Provide support to Super chicken		Warrenton super chicken	Warrenton	10 650 000		10 650 000	DRDLR

FUNDED CAPITAL PROJECTS 2012/2013

Project Name	Funder	Amount	Responsible Agent
Upgrading of Ikhutseng and Warrenvale roads	MIG	R 18 000 000.00	Head of Technical department

CHAPTER 20

Ensuring effective implementation

The biggest challenge to any plan is to make it work. Implementation usually receives less attention than the planning activity itself. However, if implementation fails, all else fails.

The planning approach adopted for the IDP already incorporates certain aspects of implementation like resource allocation and performance management. The IDP also tries to give a guideline for development and does not deal with every detail of implementation. A lot of the detailed planning will therefore have to be done after the adoption of the IDP. This chapter tries to identify the critical steps that need to follow the planning and approval process.

21.2.1 Refining the IDP for implementation

The IDP has set forth a series of development programmes that addresses the key issues within the municipal area that need to receive attention in the short term. For each of these development programmes a set of objectives, outputs and activities have been identified that will enable the municipality or any other service provider to address the core issues in future. Although this strategic framework indicates the direction for implementation, a lot still needs to be done to ensure effective and efficient implementation. A process of programme and project management is required to refine the development programmes of IDP.

21.2.2 Statutory Plans

Local government is required to comply with various planning requirements required in terms of other sets of legislation. The IDP acts as the principal strategic planning document for the municipal area and therefore all other planning documents will have to be based on the objects of the IDP.

21.2.2.1 Water Services Development Plan

The Water Services Act requires of a Water Services Authority to compile Water Services Development Plans. There is presently a draft document that needs to be finalised and adopted by the Council.

21.2.2.2 Integrated Waste Management Plan

The district municipality has appointed service providers to review the plan

21.2.2.3 Integrated Transport Plan

Integrated Transport Plan is currently being compiled by the Provincial Government/district municipality. This document will be adopted by the municipality once the final draft has been tabled to council

21.4 Review of the IDP

Section 3 of the Municipal Planning and Performance Management Regulations, 2001 states that only a member or committee of council may introduce a proposal for amending the municipality's IDP. Any proposal must be accompanied by a memorandum setting out the reasons for the proposal and must be aligned with the District framework adopted in terms of Section 27 of the Municipal Systems Act, 2000.

An amendment is enacted by a decision of council after sufficient notice (at least 21 days) has been given to both the council members and members of the public. It will thus be required of council to timeously involve members of the public via ward committees, sector forums, cluster meetings and the media to invite comment before an amendment is passed.

Besides minor amendments that may be required from time-to-time, council will also review the effectiveness of the development programmes and service plans adopted to address the priority issues within the municipal area on an annual basis. This process will be guided by the reports derived from the PMS. A system of participatory planning will be followed in order to ensure that the IDP does bring about the necessary changes envisaged with the development programmes and service plans objectives. The following programme for review is proposed:

Table 25: Review Programme of IDP

Action	Timeframe	Responsibility
Performance Management - Reporting on achievement of KPI's set for each development programme	Monthly reports to Management and Portfolio Committees	All Departments
Performance Management - Reporting on achievement of KPI's set for each development programme	Reports submitted to Council end of: September December March June	Portfolio committees
Performance Management - Reporting on achievement of KPI's in Strategic Scorecard	Reports submitted to Council end of: September December March June	Municipal Manager
Review indicators - Use report on deviations from KPI's to inform the review of KPI's	After reports on KPI's have been tabled to Council.	Management makes recommendations to Portfolio Committees
Annual Reporting to public on strategic scorecard in citizen report version	Annual reporting to public: June	Mayor
Annual Review - A use report on KPI's prepared for September, December and March to inform review process. Ascertain whether the objectives are still relevant to address the critical issues. Assess the ability of the strategies and outputs adopted to achieve the objectives and review where required. Amend the KPI's and budget	Jan - March every year	Portfolio Committee Heads of Departments Mayor Council IDP Representative Forum

accordingly. Update various components of the IDP with changes effected through the review process.		
Advertise notice for public comment	After review of IDP has been effected	Corporate Services
Review comments received	Incorporate comments received	Portfolio Committees Heads of Departments
Compile Annual Budget based on reviewed IDP	March to May every year	Heads of Departments CFO
Adopt Annual Budget and reviewed IDP	June every year	Council
Advertise notice of adoption and submit copy of reviewed IDP to MEC	After adoption	Corporate Services

REFERENCES

Community meetings with ward committees and different structures and stake holders during the development process.

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